

### CHARTER COVERSHEET

#### APPLICANT TEAM MEMBER INFORMATION

Proposed Nineteenth  
Generation Charter

School Name: SA Youth YouthBuild Academy

Name of Sponsoring  
Entity: SA Youth

**NOTE: If the sponsoring entity is a 501(c)(3) nonprofit organization, the name must appear exactly as it appears in the Articles of Incorporation or any amendments thereto.**

The sponsoring entity is a (Check only one):  501(c)(3) nonprofit organization  Governmental Entity  College or University

Chairperson of governing body of  
sponsoring entity: Jack Roney

CEO of sponsoring entity: Cynthia Le Monds

CEO/Superintendent of proposed  
charter school: To Be Determined

Board member(s) who attended  
applicant information session(s): Matt Reedy and Richard Alexander Date(s): 3/7/14

Applicant mailing address (To be used  
for contact regarding this application): P.O. Box 7844, San Antonio, TX 78207

Physical address of proposed  
administrative offices (if different from  
above): 1700 Tampico, San Antonio, TX 78207

Number of campuses requested: 1

Physical Address of Each Proposed Campus:  
*Street address, city, state, zip, and county, OR, if the  
specific address(es) is unknown at this time, provide  
the county and general location of the proposed  
campus(es)* Bexar County, San Antonio, TX – Central, IH-10 Corridor

Contact name: Brooke Garcia

Contact role/title: Application Preparer

Contact Phone: 210-573-9892 Contact Email: brooke@boostyourorg.com

**State maximum enrollment and check all grade levels to be served for each school year.**

*By Year 4, at least one grade in which the state assessments are administered must be offered.*

**GRADE LEVELS SERVED**

Proposed Enrollment	Pre-K3	Pre-K4	K	1	2	3	4	5	6	7	8	9	10	11	12
Year 1:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Year 2:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Year 3:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Year 4:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Year 5:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
At Capacity:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**APPLICANT TEAM MEMBER INFORMATION**

Names, roles, and current employment of all persons on applicant team (add lines as needed):

Full Name	Current Job Title and Employer	Position with Proposed School
Cynthia Le Monds	Chief Executive Officer, SA Youth	CEO
Sharon Shumpert	Grants Director, SA Youth	Fundraising
Brooke Garcia	Interim COO, SA Youth	Planning & Implementation

Does this applicant team have charter school applications under consideration by any other authorizer(s) in the United States?  Yes  No

If yes, complete the table below, adding lines as needed.

State	Authorizer	Proposed School Name	Application Due Date	Decision Date

Does this applicant team have new schools or campuses scheduled to open elsewhere in the United States in the 2014-15 or 2015-16 school years?  Yes  No

If yes, complete the table below, adding lines as needed.

Proposed School Name	City	State	Opening Date

Does this applicant team have new schools or campuses approved, but scheduled to open in years beyond 2015-2016?  Yes  No

If yes, complete the table below, adding lines as needed.

Authorizer	# of Schools	City(s)	State

Do any of the following describe your organization, or the charter proposed in this application?

- Seeks approval for multiple campuses under a single charter.
- Already operates schools elsewhere in the US.
- Will contract or partner with a charter management organization (CMO). *If yes, include the CMO's portfolio in answering the above questions regarding pending applications and school openings.*

If yes, identify the CMO: \_\_\_\_\_

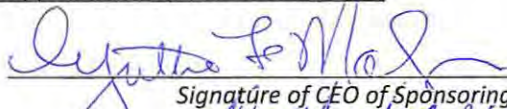
This CMO currently manages schools in Texas or elsewhere in the US.

If yes, list all applicable states: \_\_\_\_\_

**CERTIFICATION**

I certify that I have the authority to submit this application and that all information contained herein is complete, accurate, and original realizing that any misrepresentation could result in disqualification from the application process or revocation after award. In accordance with TEC §12.120, I further certify that no members of the governing body of the sponsoring entity or of the proposed charter school or any officers or employees of the proposed school have been convicted of a misdemeanor involving moral turpitude or of any felony. I understand that incomplete applications will not be considered.

Cynthia Le Monds  
 \_\_\_\_\_  
 Name of CEO of Sponsoring Entity

  
 \_\_\_\_\_  
 Signature of CEO of Sponsoring Entity

2/19/14  
 \_\_\_\_\_  
 Date

Brooke Garcia  
 \_\_\_\_\_  
 Name of Application Preparer

  
 \_\_\_\_\_  
 Signature of Application Preparer

2/19/14  
 \_\_\_\_\_  
 Date

With what company is the application preparer associated? SA Youth / Independent Contractor

Was preparer paid?  Yes  No





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Michael Williams  
Commissioner

## Generation 19 Charter Application

**Proposed School Name:** SA Youth YouthBuild Academy

**Sponsoring Entity:** SA Youth

The Texas Education Agency Division of Charter School Administration received an email on May 22, 2014 from Sharon Shumpert asking that her name be removed from the charter application for SA Youth YouthBuild Academy.

Nineteenth Generation Open-Enrollment Charter School RFA

## Application Response



## Charter Overview

The Charter Overview should provide a concise summary of the following:

- the proposed plan for the school, including core values/beliefs;
- the geographic and population considerations of the school environment;
- the challenges particular to those considerations; and
- the applicant team’s capacity to successfully open and operate a high quality school given the above considerations.

1. **Vision and Mission.** State the vision and mission of the proposed charter school. The vision statement outlines what the school will achieve in the long term and how it will operate to meet that goal/vision. The mission is a statement of the fundamental purpose of the school, describing why it exists. The vision and mission statements provide the foundation for the entire application. The vision and mission statements, taken together, should provide a framework that illustrates what success will look like, guides the decisions and actions of the charter, and is aligned with the purposes of Texas charters schools as outlined in TEC§12.001.
2. **Community Engagement.** Describe the relationships that you have established to generate community engagement in and support for the proposed school and how you have assessed demand and/or solicited support for the school. Briefly describe these activities and summarize their results.
3. **Geographic Boundary.** Describe the community(s) where the school/campuses will be located and provide the rationale for selecting the location(s). Include the types of resources currently available in the community(s). Provide as **Attachment A**, a list of the school districts from which the proposed charter school will accept students. If the charter school will accept students from only a portion of a school district or districts, state exactly what the boundary will be. *Do not list the charter schools located within the designated geographic boundary.*
  - a. Submit, as **Attachment B**, the certified mail receipt cards showing the dates the Statement of Impact form and accompanying documents were received by each recipient. In the absence of signed certified mail return receipt cards, the certified mail receipt showing each addressee, fees paid, and the date mailed will be accepted. Follow these directions in preparing your mailings:
    - i. Prepare a cover letter (following the TEA sample) addressed to the board of trustees and superintendent of each school district and charter school within the designated geographic boundary, and copying each member of the legislature that represents the geographic area to be served by the proposed school as directed in TEC §12.1101. Enclose with that letter the Statement of Impact Form and your completed Charter Coversheet.
    - ii. The documents must be sent to districts, charter schools, and members of the Texas legislature in time to include signed certified return receipt card copies as part of the submitted application. If a school board trustee, district superintendent, or legislative office receiving the documents requests a complete copy of the application, the sponsoring entity must provide the document, including all attachments.
4. **Educational Need and Anticipated Student Population.** Describe the anticipated student population and the rationale for serving these students; their anticipated educational needs; and non-academic challenges the school is likely to encounter. Describe the rationale for selecting the location, including resources for students currently available. Identify any enrollment priorities on which the program is based and explain how they are consistent with applicable restrictions on enrollment eligibility and selection.
5. **Education Plan/School Design.** Provide an overview of the education program of the proposed

school, including major instructional methods and assessment strategies and non-negotiable elements of the school model. Describe the evidence that demonstrates the school model will be successful in improving academic achievement for the targeted student population. Summarize what the proposed school would do more effectively or innovatively than the schools that are now serving the targeted population and how the school would achieve its goals.

6. **Leadership and Governance.** List the names of the current members of the governing board. Provide as **Attachment C**, notarized Board Member Biographical Affidavits for the current members of the proposed school’s governing board, including their roles and their current professional affiliation. Use the template provided by the TEA to prepare these affidavits.
7. Provide, as **Attachment D**, the following Assurance Documents, prepared using the templates provided by the TEA: Bilingual Education/ESL, Section 504, and Dyslexia Assurances; General Application of Assurances for Federal Programs; Special Assurances; Special Education Assurances; and Campaign Contribution Disclosure.
8. Provide as **Attachment E**, a complete set of Eligibility Documents, prepared using the template provided by the TEA, including: 501 (c)(3) Determination Letter; the original Articles of Incorporation and any restated Articles of Incorporation and Articles of Amendment (*if incorporated prior to December 31, 2005*), OR (*if incorporated after January 1, 2006*) the Certificate of Formation and the Certificate of Filing; bylaws of the sponsoring entity including any amendments; attendance receipt from Information Session; copies of public hearing notice(s); (*if applicable*) Out of state operators ONLY, provide the state-issued performance data for each charter school currently in operation; and (*if applicable*) Out of state operators ONLY, provide in the template document EITHER a disclosure statement to include details pertaining to any charter school or campuses that have been closed, non-renewed, or revoked OR certify that the operator has not had a charter school/campus closed under any of the circumstances listed in TEC §12.101.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

**1.) Vision and Mission.**

Nestled in 18 pockets of poverty and focusing on youth most at risk of school failure, SA Youth is one of the largest and most respected youth serving organizations in San Antonio. Founded in 1984 as a 501(c)(3) organization, our mission to develop the character, strengths, talents, and skills of San Antonio’s high-risk urban youth. This mission comes alive through fun, safe experiences, positive learning environments, and programs that inspire each individual to fulfill their potential.

Our vision is to reach out to San Antonio’s high-risk urban youth so each one who enters our doors will go forward with the tools necessary for lifelong success. Our proposed model integrates academics and workforce training with the science-based and common sense “positive youth development approach” created by the Search Institute of America. Integrating this model with relational supports, SA Youth prepares young adults once in dire circumstances for successful adulthood long-term.

Since our humble start in the tiny basement of St. Mary’s Catholic Church downtown, SA Youth has provided comprehensive youth services to more than 50,000 young people in San Antonio and Bexar County. Within ten years of creation, SA Youth grew to a \$1 million organization with five centers. During 30 years of service, SA Youth has achieved measurable results consistently with at least 90% of the total population served each year.

Focusing on extreme pockets of poverty in distressed zip code areas, 100% of the youth SA Youth serves are low-income and 95% are minority populations. The stark realities of these community areas put the young people at further risk, with poverty levels at an average of \$15,000 a household on average. Not unlike other major US cities, in San Antonio, this extreme



poverty correlates with crime, poor housing conditions, low wages, family instability, and most critically, low academic performance. It's no surprise then that San Antonio's strikingly high dropout rate of almost 30% mainly exists in these neighborhoods: High school dropouts comprise 90% of the resident populations of many of these zip codes.

During the next 15 years, totaling 30 years of service to disadvantaged youth, SA Youth grew to 18 locations and a \$6 million budget serving an average of 4,000 individuals each year. Emphasis on a relational model sets SA Youth apart from other service providers. The youth center clients' commitment to SA Youth confirms our model works and gives evidence of a hallmark organization deeply rooted in a culture of support. Young people who engage in our services consistently attend our youth centers an average of 220 days a year, and 99% of these youth graduate on time.

Our second chance program YouthBuild is one of 300 nationally affiliated YouthBuild USA programs. SA Youth's YouthBuild program carries a 70% recovery rate for dropouts who have been out of school an average of two to five years. Many have quit school three to five times. These young people enter our program roughly at a third grade reading level and fifth grade math competency level. After receiving intensive 40-hour a week training and educational services, these young people exit our program a success. Because of YouthBuild, these young people walk proudly across stage with a diploma in one hand and a workforce certification in the other. Almost 40% of these young people will immediately enter successful employment or college, and 30% will earn family sustaining wages for the first time in their lives.

With a committed leadership team, engaged board, trained and equipped staff, the proposed SA Youth YouthBuild Academy (SAY-YBA) will carry this mission and vision forward to the next phase. Creating this charter school is the result of SA Youth's decade-long effort to recover high school dropouts so they can achieve success beyond circumstance. SA Youth is positioned and qualified to respond to the new graduation requirements. With twelve years' experience in workforce readiness and GED preparation, SA Youth has trained hundreds of dropouts to gain the skills needed to enter the workforce and higher education.

During these years, SA Youth has trained these young people to develop leadership skills, specific workforce skills leading to credentials, employability skills and stronger academic skills. This effort brings SA Youth's education and workforce training programs to the next level. Through the Charter School, we will offer credentials in career areas with which we have had prior training success, including construction, culinary and technology. New career training skills will be offered in child development, with a plan to include high demand skills with future growth in coming years. SA Youth's YouthBuild program served 138 young adults last year. Since starting our program, we have reached a 70% completion rate with this high risk population.

We have aligned the proposed charter school with the purposes of Texas charter schools as outlined by the Texas Education Code – Section 12.001. We will *improve student learning and increase the choice of learning opportunities within the public school system* by providing dropouts with an alternative avenue to earn a high school diploma. Our instructional design will *create professional opportunities that will attract new teachers to the public school system* by offering opportunities for qualified professionals in San Antonio to teach elective classes as adjunct instructors. We will *set up a new form of accountability for public schools* by proving that it is possible to keep this population in school and see them earn a high school diploma. Further, we will set the stage to transition these young people into productive adulthood through gainful employment with increased earning potential, career growth or post-secondary entry.

Post-secondary opportunities may include advanced vocational skills training or college entry and completion.

Integrating *different and innovative learning methods* into our proposed Academy, SA Youth will set the stage as a leading alternative education and vocational school different from existing public schools. Key innovations that distinguish the YouthBuild Academy from the traditional models include: smaller learning communities, personalized instruction, student choice, membership culture, and emphasis on technology as a tool for learning.

An award winning agency many times over, SA Youth has the capacity, vision, and expertise needed to run a Texas charter school efficiently and effectively with a focus on achievement. We embrace the State Board of Education's vision for improved youth programs by cultivating connections between academic and occupational learning. SA Youth embraces the principles of youth development in our existing youth programs. SA Youth will carry forward this commitment to excellence by integrating high quality engagement activities. These include leadership development, volunteerism and community service, mentoring, follow-up services and targeted opportunities for youth living in high poverty areas.

### **2.) Community Engagement.**

SA Youth has a successful 30 year history of managing successful partnerships. We manage more than 15 Memorandums of Understanding to run 18 youth center locations throughout San Antonio. Over the past twelve years of running YouthBuild, we have created partnerships with organizations such as San Antonio Housing Authority, San Antonio Food Bank, Healthy Futures of Texas, and Wells Fargo. These partners are committed to providing valuable input and assistance as SA Youth works toward carrying out our charter school plan and vision.

We have met individually with potential new partners and will continue to build on those relationships during the planning and start-up phase. While we held a public hearing as needed, our experience with this population has taught us that this group does not traditionally attend meetings of this kind but will take part in services. Staff engages students in execution of programs and services by gathering ideas while taking part in services.

Most of our students are older than 20 and young parents who experience barriers to participation. We recognize students who will enroll in the proposed charter school by fall of 2015 may not yet be dropouts. Therefore, we sought "customer feedback" from existing YouthBuild students since they are representative of students we have been serving for more than a decade and propose to continue to serve with expanded educational opportunities. These young people come to us with few credits, over-aged, experiencing barriers to participation that include educational barriers, learning gaps, social barriers, and economic challenges. Most of the young people we have historically reached through YouthBuild have been dropouts. We've included samples of the student input from the existing population sample which are included as Attachment O.8.

### **3.) Geographic Boundary.**

The proposed SAY-YBA will be located along Interstate 10 just north of downtown in San Antonio. The charter school will be open to students who have dropped out of school and live in San Antonio. We will enroll students from the 14 area school districts listed in Attachment A.

According to the 4-Year High School Graduation Rates Dashboard completed by the P16Plus Council (<http://www.p16plus.org/results/high-school-9-12/>), the dropout rates remain staggering. School districts serving traditionally low-income students, such as San Antonio Independent School District at 79% and Edgewood ISD at 81%, graduated below 90% of their students in 2012. Existing Bexar County charter schools graduate only 56% of their students. While more



wealthy school districts and military bases graduated at least 90%, SA Youth has included them in the boundaries so our educational opportunities will be available to all area dropouts. Regardless of area, all dropouts deserve an alternative education choice designed specifically for their needs.

Through various mailed letters, advertisements, and other notices, we told all districts, charter schools serving grades 9-12, and legislators the area about SA Youth's intent to apply for a charter. Our packets included a letter stating intent, Charter Cover Sheet, and Statement of Impact Form. We sent these via USPS Certified Mail. We've attached return receipt card copies as Attachment B.

#### **4.) Educational Needs and Student Population.**

SA Youth's youth served reflect the following demographics: 39% of the young people who enroll in our dropout recovery program have dependent children; 98% are Hispanic; 100% are low-income; 100% have dropped out of school; 100% have educational needs; 80% live in an EZ/EC federally designated community; and 33% have been involved in the court system. Also, 51% come from single parent households; and 42% of the youth we serve live in households with an annual income of less than \$15,000. Youth TABE test at the 3<sup>rd</sup> grade level for reading and 5<sup>th</sup> grade level for math, on average. The dropouts previously served have about five credits on average on enrolling in SA Youth's traditional GED and workforce programs.

Our founders created SA Youth to serve this population. With a deliberate design and the criticality given to these issues and targeted youth population, SA Youth firmly believes that every young person in our community deserves a chance to succeed. Where existing systems have failed them, second chances to succeed abound. To help these youth achieve success, we offer intensive Case Management for basic needs. Case management services include housing aid, utility support, transportation, and child care. Thirty slots for the organization's new on-site child development center will be set aside for Academy students' children. We will refer to other community resources as needed to avoid duplicating efforts. All Academy personnel and direct service staff will be required to attend United Way's information and referral agent training to ensure all staff know about the available community resources so participation may be maximized. Although SA Youth will stress reaching out to high school dropouts, SA Youth will be open to having a diverse student population and will reflect a commitment to applicable restrictions on enrollment eligibility and selection.

#### **5.) Education Plan/School Design.**

Considering the vast educational needs of the Academy's target population as discussed in above, we've designed a model to prevent students from dropping out of school again. Our team will achieve this by engaging students and by creating membership, personalizing the experience of each individual. SA Youth reduces the concerns the National Dropout Prevent Center (NDPC) (2011) research highlights listing reasons students quit school. One way we will minimize these concerns is by creating an encouraging environment and integrating family into our design. We will do this by enrolling students as cohorts, meaning that they stay together in the academic classroom and in career training. This strategy creates strong social and emotional ties between students. The cohort has the same two academic instructors in the classroom and the same career manager (through YouthBuild) for training classes. This method builds the support system by implanting caring adult role models who get to know students personally. A sample of two cohorts is detailed below to explain our model:

## **ACADEMY**

<b>Classroom 1</b>		
Instructor A (Humanities-focused) Instructor B (Math/Science-focused) Staff to Student Ratio - 1:15		
	Construction Cohort	Technology Cohort
A.M.	15	15
P.M.	15	15

### YouthBuild \*

	Construction Workshop/Worksite	Technology Classroom
	Construction Manager	Technology Manager
	Staff to Student Ratio - 1:15	Staff to Student Ratio - 1:15
	Construction Training	Technology Training
A.M.	15 P.M. Cohort	15 P.M. Cohort
P.M.	15 A.M. Cohort	15 A.M. Cohort

\* Please note that these instructors are provided through the YouthBuild program and are NOT charter school staff. They are only shown here to show the interrelatedness of the cohort concept.

Research on student commitment to institutions supports the importance of “membership” (Tinto in Wehlage, Rutter, Smith, Lesko, & Fernandez, 1989). A sense of belonging, often called school membership, can be defined as bonding with the academic program. This develops “when students establish affective, cognitive, and behavioral connections to the institution.” Academic programs have a responsibility for creating conditions so students gain a sense of membership. Programs strengthen this impact when they reflect purpose, equity, personal support, opportunities for success, and a learning climate based on caring (Newmann, 1991, p. 20). Personal attention, low ratios, and meeting individual needs influence student attitudes and commitment. When participants are more committed to learning, their willingness to take risks in their learning is increased. A community of support is created by having adults mentor the students, counsel them, and help them access social services.

If we need evidence that our model will be successful, we only need to look at the 200 YouthBuild programs across the country that have also made the successful transition to charter schools. We met with some experienced charter school educators from these programs. They not only shared best practices, but also shared lessons learned. Our team reflected on these lessons as we planned our design and developed methods for a successful start.

For instance, one school tried early on to stick to the nine-month design of a traditional YouthBuild program. The school offered only GED as the educational offerings since this is the time it typically takes to receive construction certification. Even with an accelerated credit recovery model, they found students were taking an average of a year and a half to graduate but the workforce training offering wasn’t designed to have a student that long. With the new Foundation program graduation requirements, we may address this immediately since a student will now earn four credits towards high school graduation in the workforce training unit through the endorsement requirement.

We know students will come to our school having earned a limited number of high school credits before dropping out. They will need at least a year and a half to two years (five to seven trimesters) to complete all credits. This will include career training. Another school faced issues

with their back office roles, specifically accounting. To ensure we do not face similar issues, we have addressed this with an improved leadership and management design. The school will employ its own Finance Director who reports to the Academy Principal rather than to the parent agency's CFO. After examining each software program, the Finance Director will choose WebSmart by JR3 or TxEIS through Region 20 as the school's software for accounting and PEIMS. The Finance Director will link these to SA Youth's software programs for overall agency tracking/auditing to ensure the Charter School will be fiscally compliant.

**6.) Leadership and Governance.**

Upon presenting this application, the following individuals are members of SA Youth's Board of Directors: Richard Alexander, Greg Atteberry, Bob Benavides, Louis Cardenas, Shanti Day, Jay Farwell, Kelley Farwell, Albert Flores, Laura Flores, Cristina Morales Heaney, Greg Kaneb, Joseph Maratea, James Lifshutz, Andrea Nocito, Craig Pfeiffer, Matthew Reedy, and Jack Roney (Board Chair). Notarized Board Member Biographical Affidavits are included as Attachment C.

**7.) Assurance Documents.**

We have included these Assurance Documents as Attachment D: Bilingual Education/ESL, Section 504, and Dyslexia Assurances; General Application of Assurances for Federal Programs; Special Assurances; Special Education Assurances; and Campaign Contribution Disclosure.

**8.) Eligibility Documents.**

We've included these Eligibility Documents as Attachment E: SA Youth's 501(c)(3) Determination Letter; Articles of Incorporation; Bylaws; attendance receipt from the Information Session; and a copy of the Public Hearing notice.

**WHEN YOU HAVE FINISHED, LEAVE THE REMAINDER OF THIS PAGE BLANK.**

## Section One - Educational Plan

### Program Overview

Explain the educational philosophy that guides the design of the school, and describe the curriculum program to be offered and how it aligns with the education program, including primary instructional methods and assessment strategies. Describe any non-negotiable elements of the school model. Briefly describe the evidence that promises success for this program with the anticipated student population.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

Our belief is that every young person will be successful when they put their mind to a plan. Often times, though, young people need a second chance to get it right. At SA Youth, we believe when students are given the tools to succeed from a dedicated group of caring professionals, they will reach heights they never knew they could. SA Youth's YouthBuild Academy proposes to make the dream of getting a high school diploma a reality for these youth.

Firsthand, the staff at SA Youth realizes this population's unique challenges. For more than 30 years, we've been addressing this population's needs. Successfully, SA Youth has put more than 70% of these young people on stage with an academic credential in one hand, and a workforce credential in the other. Students will then go on to enroll in college or enter the workforce.

Our desire is to expand our already successful program by widening our vision and improving academic quality by offering the high school diploma. For a decade, we have worked with high school students who have been kicked out of school, forced out, or left on their own accord for a myriad of reasons. More than 300 youth have worked toward a GED during this time, and more than 70% have completed the program. Cited reasons for quitting school included feelings of inadequacy and incompetency, being too far behind, needing to help the immediate family financially, or having a baby. We have designed our school program to meet the youth where they are. We've taken all of these circumstances into consideration in designing the proposed YouthBuild Academy.

The proposed Academy targets young people ages 16 to 24, but will be open to younger students as needed and to maintain Open Enrollment guidelines. Because of the focus on dropouts and workforce training, our program has historically brought in students at an average of 22 years old. Because the needs in our community are driving more young people to us beyond our current capacity and reach, for the past three years, SA Youth has been planning and designing this proposed YouthBuild Academy to address the needs of our community's disadvantaged students. These students are being "left behind" by traditional schools and need an alternative setting, a warm environment, a supportive culture, and flexibility.

We propose to offer a year-round trimester program with extended breaks not to exceed two weeks at a time. We mirror the traditional high school by offering a full day. However, we've designed a schedule that places the youth in academic classes for half a day and in a career path (Endorsement—Business Industry) that they choose based on interest for the other half day. Students will appreciate the opportunity to spend half of their day working in an industry they enjoy while earning credit towards their graduation requirements. Some students at this



age give up on academics because they have not seen successes in so long. They typically do not want to spend a full day in the classroom focused on math and reading.

Recognizing the importance of these skills to high demand occupations, SA Youth focuses on hands-on training. Examples include: measuring spaces for windows of houses or converting liters to quarts to make a gourmet soup. We make learning fun and we create a culture where young adults belong. Here, they will connect with other students with similar life experiences and challenges. The atmosphere stresses family unity, support and a sense of belonging.

During their academic learning, students within a cohort spend time on a web-based, TEKS aligned, credit recovery program. During this program, they work at their own pace and within their personal and private academic capacity. Qualified subject matter teachers help them with questions, concerns, challenges and help in each course subject. This curriculum aligns with our education program in that it addresses the students' current needs and meets them at their level academically.

Regardless of how many credits students enter with, they will easily pick up where they left off without judgment or shame. Students have the opportunity during the four hour academic block to attend direct-teach elective classes that are offered throughout the trimester. The electives are classified as "clubs" to further engage students in an environment unlike a traditional high school (i.e., a public speaking elective may be called Teen Talk Club). Also, during the required endorsement courses, students will work toward an industry specific certification. Every student at the Academy will have a personal Individual Success Plan (ISP) that will serve as their roadmap. All courses are pass/fail credits and will not result in traditional grades. We will assess student success by tracking their mastery of courses, EOC assessments, and other elements that set a baseline where we will show the student progress or identify gaps that need remediation or supplemental resources.

Required elements to be embraced by all include high expectations and deliverables for the meeting all federal and state legal requirements, academic rigor, a positive school climate and culture, and embracing the belief that 100% of the students can and will succeed. As a result, these young people who were once without opportunity will exit the program with an academic and workforce credential. Our expectation will be for each to seek continuing vocational training, college entry or career entry.

### Curriculum and Instructional Design

Propose a framework for instructional design that both reflects the needs of the anticipated population and ensures all students will meet or exceed the Texas Essential Knowledge and Skills (TEKS) standards.

1. Describe the basic learning environment (e.g., classroom-based, independent study), including class size and structure.
2. Give an overview of the planned curricula, addressing alignment with the TEKS. Describe the evidence that these curricula will be appropriate and effective for the targeted students.
  - a. Provide, as **Attachment E.1**, a sample course scope and sequence for one subject for each grade configuration (elementary, middle, high school) the school would serve. Identify course outcomes and demonstrate alignment with the TEKS.

OR

- b. If the curriculum is not already developed, provide as **Attachment E.1** a curriculum development plan, including identification of individuals responsible and the timeline for development and completion, including review to ensure alignment with the TEKS.
3. Describe the primary instructional strategies the school will expect teachers to use and why they are well-suited for the anticipated student population. Describe the methods and systems teachers will have for providing differentiated instruction to meet the needs of all students.

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

The Academy's instructional design is threefold. First, a rigorous academic model meets the target population's needs by offering individualized academic programs where students can work at a pace based on his or her learning needs. Second, the model ensures all students meet or exceed the TEKS state standards of education. Last, the rigorous design affords each student an opportunity to learn job skills through project-based teaching (industry-specific).

1. The basic learning environment consists of a combination of both on-line independent study and direct-teach, classroom-based instruction to improve student learning and success. The independent study environment will consist of a ratio of one instructor to 15 students. Students working independently and at their own pace will have access to two highly qualified academic, degreed instructors for one-to-one assistance related to their coursework. In each classroom, one instructor will be strong in math and science, the other in the humanities. The direct-teach offerings consist of the same low ratio with one professional instructor teaching a specific elective subject or job skill (vocational training). Trained and certified instructors will offer project-based learning for industry-specific credentials. The job skill training toward student endorsements is funded through and in partnership with the SA Youth YouthBuild program.
2. SAY-YBA will use a web-based comprehensive curriculum specifically aligned with the TEKS, such as Plato Courseworks (see attachment E.1). Each online curriculum under consideration will give students the option to regain credit loss at their own pace and offers both the foundation requirements as well as the enrichment requirements. They offer tutorials, applications and assessments that work well with this learning environment. Where there is not a TEKS alignment, instructors will supplement the curriculum to ensure the Academy is fully aligned with all state requirements including complete TEKS alignment.
3. Our proposed Academy keeps direct teach as one of the primary instructional strategies necessary for student achievement. Recruiting high quality teaching staff and providing continuing teacher development with an emphasis on innovating instructional strategy are critically important to the Academy's success. Although our design offers self-paced computer programs for students to work independently on academically strong subjects, we can over-emphasize the importance of having highly qualified teaching staff that engages students in smaller learning environments. This environment will be reflective of a caring support system that all Academy staff will embrace as a necessary ingredient for academic success. Individualized teaching methods will include academic coaching, mentoring and personalized tutoring offered by all direct teaching staff as part of their teacher expectations. Because each student works within their personal academic capacity, the individualized assistance is strategic. This relational model will impact student achievement and success significantly. Subject specific

instructors are available to address academic needs immediately and with one-on-one prompt attention. Also, students are treated with dignity and respect with personal attention that doesn't shame or embarrass them. This personal attention gives them the boldness to ask for help unlike a traditional direct-teach classroom. Often times, students who have struggled in school find it difficult to ask for help for fear of being ridiculed by their peers. This process also affords the academic instructor the opportunity to identify gaps in student learning. Supplemental reading, math and foundational skills resources will be made available to help students who are struggling with their coursework. Professional Instructors hired to direct-teach electives will use specific curriculum in that field. Endorsement courses will be taught by experts in the specified industries with coursework leading towards a certification in the industry. (Examples of specific credentials that are proposed include: the Texas Restaurant Association ProStart certification, HomeBuilders Institute Pre-Apprenticeship Certificate Training (PACT) Certification), NCCER's Construction Certification, and Microsoft IC3 Technology Certification and Network Certifications). Endorsement instructors will be funded through the SA Youth YouthBuild program and private funding.

The Academy's innovative design demands rigor. While students may work at his or her pace, access to individual instructors will be made available a minimum of nine hours a day. Specific teachers will be "on call" for online and telephone coaching assistance up to 9pm in the evening. This will afford the support students need to succeed. Students may catch up on their credits, see real growth in their progress and gain confidence in themselves because of teacher availability and access. Also, the students will benefit from the endorsement pathway by earning a certificate that will give them added credibility when seeking employment in the specified industry. The partnership with SA Youth YouthBuild will give the Academy sophisticated and expert training unavailable in traditional high schools. Youth will work hands on in each endorsement area from hands-on building of a home (construction) to catering a meal at a special event (culinary arts).

### Student Performance Standards

Responses to the following items regarding the proposed school's student performance standards must address the TEKS.

1. Clearly state how the TEKS will be incorporated into classroom instruction and assessment.
2. If you plan to adopt or develop additional academic standards beyond the TEKS, explain the types of standards (content areas, grade levels). Describe the adoption or development process that has taken place or will take place. Select one grade level and subject area as an example, and explain how these additional standards exceed the TEKS.
3. Explain the policies and criteria for promoting students from one grade to the next. If mid-year opportunities for grade advancement will be available, explain and provide the rationale for this option. Discuss how and when promotion and graduation requirements will be communicated to parents and students.
4. Provide, in **Attachment E.2** the school's promotion requirements for students to the next grade and/or graduation requirements, as applicable. The promotion/graduation requirements should

clearly set forth what students in the last grade served will know and be able to do, if in addition to TEKS.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. The self-paced curriculums under consideration are aligned with and meet the academic standards of the TEKS set forth by the state. During the planning phase of the award, SA Youth will contract an Instruction Curriculum Expert to work with Academy staff to review, develop and modify, if necessary, scopes and sequences for each course to ensure they are correlated to the TEKS to ensure coverage of all the essential skills and concepts for each course. SA Youth understands the scope of the objectives within the curriculum must reflect the TEKS and cannot be waived, altered or eliminated unless otherwise recommended by an Admission, Review, and Dismissal committee. Every assignment on Plato, for example, has a tutorial, an application and then a mastery test (or offline activity). When a test has been mastered, the student may then move on to the next assignment. This ensures the student has learned the assignment and will confidently prepare each to take the STARR-EOC assessment.
2. The Academy will not adopt or develop additional standards beyond the TEKS.
3. Each student registered at the Academy will be assigned an advisor who will work with the student to create an Individual Success Plan (ISP). Advisors will review entry assessments, including barriers, number of credits, TABE levels, special considerations, and other student factors before sitting down with the student to create the ISP. Because each student will work at his or her own pace toward the required graduate credits for HB-5, SA Youth will not classify students by grade. However, students will be aware of their grade level achievements, and this will be tracked and reported on for transitional purposes in case a student relocates or has a family emergency necessitating a move to another school program. With Plato and the other online curriculums being considered, students receive credit for course, but no number or letter grade. The student will earn a Pass or Fail. All Endorsement courses will have the same credit system. With this plan the student may track their progress to ensure he or she is on track for graduation by easily tracking their credits earned against the ISP. Advisors will schedule quarterly check-ins so the student has continued support and encouragement and stays on track for meeting graduation requirements set forth in HB-5.
4. See attachment E.2

### **Student Performance Assessment**

1. Describe the process to be used to determine baseline achievement levels of students and methods of measurement to be used.
2. Besides all mandatory assessments, identify the primary interim assessments the school will use to assess student learning needs and progress throughout the year. Explain how these interim assessments align with the school's curriculum, performance goals, and the TEKS.
3. Explain the plan to measure and evaluate academic progress – of individual students, student cohorts, and the school or campuses as a whole – throughout the school year, at the end of each academic year, and for the term of the charter contract. Explain the plan to collect and analyze student academic achievement data, use the data to refine and improve instruction, and report the



data to the school community. Identify the person(s), position(s), and/or entities that will be responsible and involved in the collection and analysis of assessment data.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. During the enrollment period, advisors will work one-on-one with the student to create an Individual Success Plan (ISP) in order to reach college or career readiness requirements of HB3. The Academy will use the following indicators to develop a baseline for each student that will be used to as a comparison to assess the student's academic progress and growth, learning gains, weaknesses (needs), and ongoing improvement:

- Previous school records
  - prior year's STAAR results,
  - attendance records,
  - report card grades (GPA),
  - any past achievement test results
  - discipline records
  - truancy records
  - number of credits earned
  - reading and math skill level
  - dropout status
  - age
  - gender
  - Special Education/EL status

A determination will be made regarding the student's English Language Learner (ELL), Individual Education Plan (IEP), or 504 plan status.

2. The primary interim assessments to assess student learning needs and progress throughout the year are the individual assignment mastery tests and course completion/credit earned status as determined by the selected online curriculum. Students meet individually and periodically with their advisor to review their Individual Success Plans (ISP's). If needed, students may be placed on a 30-day evaluation plan that will give the student an in depth understanding of his or her progress and will afford the instructor the opportunity to identify specific areas needing remediation or intervention with special attention towards reading and math. Also, End-of-Course assessments will confirm and verify credits earned.
3. The Instructional Director, Testing & Placement Coordinator and the PEIMS Coordinator will measure and evaluate academic progress of the student, cohorts and the Academy as a whole, using the enrollment data and extra data collected by the PEIMS coordinator (credits earned, attendance, etc.). The baseline data will be used to identify reading and math gaps that can be addressed immediately and in several formats (tutoring, mentoring, extra homework, etc.). Data will be reviewed on a frequent basis due to the nature of at-risk, under-credit students. The Tests of Basic Education (TABE) will be administered to all incoming students during the first week of school. The TABE assessment provides a comprehensive assessment of the skills and knowledge of the student (reading, writing, math, science and social studies). Qualified teaching staff will give the assessment each semester to determine literacy and numeracy gains. This also

helps instructional staff compare scores and determine overall academic achievement. Group comparisons will allow Academy staff to evaluate the progress of the cohort and entire student population. Data will be kept on file throughout the existence of the Academy as a tool to refine and improve instruction, curriculum, and staff training. Also, data will be disseminated to the parents and community as required by state guidelines. Parents will be invited to take part in all ISP reviews with their student, however, with our target population, we see less parents since students are typically over-aged and often times parents themselves.

### Pre K Transition (Prekindergarten Only)

1. Describe strategies to ensure the educational program will effectively prepare students to enter kindergarten on or above grade level including a successful transition plan from kindergarten.
2. Explain how students will be monitored and progress assessed.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

Not Applicable. SAY-YBA target population is students ages 16-24.

### High School Graduation Requirements (High School Only)

High schools will be expected to meet the Foundation High School Program as outlined in TEC §28.025.

1. Describe how the school will meet Texas graduation standards. Explain how students will earn credit hours, how grade-point averages will be calculated, and what elective courses will be offered. If graduation requirements for the school will exceed state standards, explain the additional requirements.
2. Explain how the graduation requirements will ensure student readiness for college or other postsecondary opportunities (trade school, military service, or entering the workforce).
3. Explain what systems and structures the school will implement for students at risk of dropping out and/or not meeting the proposed graduation requirements.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. The Academy will meet the Texas graduation standards set forth in HB5 by offering on-line, self-paced courses with individualized instruction in the core academic areas. Students will earn credit hours by using the Plato Courseware system. Students will earn credit hours at the successful mastery of each on-line course and direct-teach course. Grades will not be assigned; the structure is a Pass/Fail system. Students will work towards their required graduation credits based on HB5 as planned out in their Individual Success Plan (ISP). The ISP will include the students plan for required credits, personal goals (academic and career), assessment scores, social and personal needs identification, and transition plan for course after graduation. In addition, students will earn endorsement credits through the partnership with SA Youth YouthBuild. Besides credit hours toward graduation, students will have the opportunity to earn a certification in an industry related field (construction, culinary arts, technology, or child development). Experts in the above mentions industries, funded through the SA Youth YouthBuild program will direct-teach towards the certification. Each industry certification requires hands-on field experience. As shown in Attachment E.2, electives include: Public Speaking, Principles of Business, Marketing, and Finance, Lifetime and Nutrition Wellness, Entrepreneurship, Digital Communications, Photography, and

Community Service. Electives will be direct-teach offering students both an opportunity to connect with their cohort and teacher in a setting that is fun yet conducive for learning and gain a sense of belonging. SA Youth's decade long YouthBuild program's experience with the under-credit, over-age population has proven that students are more successful and stay committed longer when they form relationships and gain a sense of ownership and belonging in the program.

2. The graduation requirements outlined in HB5 and offered through the academies vigorous academic plan ensure students are learning the material necessary to avoid remedial coursework in the post-secondary programs. The ISP will serve as a road map towards successful graduation and transition into college or the workforce. The students will be required to complete an endorsement specified in HB5 for graduation. Our academy will give students several choices for the Business & Industry endorsement required under the new Foundation program. Instruction in these endorsements will prepare the students for entry level positions in specialized careers. The Academy goes a step further to offer the youth curriculum within the industry that leads to a certificate of completion. This certification affords the student even greater opportunities when entering the workforce in their chosen industry. Students will have the opportunity to focus on academics for four hours a day and then spend an extra four hours towards the endorsement courses that are taught by experts in the field and funded through the SA Youth YouthBuild program. The rigorous program is uniquely positioned to ensure student readiness for postsecondary opportunities, such as trade school or entering the workforce, based on the agency's history of success with YouthBuild and its available resources.
3. The Academy's target population is students who are typically under-credited and over-aged. The Academy's systems and structures are geared toward serving this population by offering caring, patient, and professional staff who will help students overcome obstacles that may challenge them and/or keep them from graduating. The unique partnership with the YouthBuild program, unlike traditional high schools, affords the students the opportunity to engage in supplemental activities to enhance their academic studies for better outcomes and offers a unique schedule that gives students the opportunity to engage in a field (industry) that they have an interest in. Students will attend school from 8am-5pm and spend half their time in academic courses and the other half working towards an endorsement program. The students will attend school year-around (set up as trimesters), taking extended breaks between semesters and extra days off within the semester. Over a decade of experiences has taught the YouthBuild program that traditional extended summer breaks, for this population, tend to take students off their educational goals –demotivating them and losing interest in their academic goals. Our goal in offering year-around services to ensure students stay motivated, reach their goals as quickly as they are able to and provide for an opportunity to connect with their cohort members, building relationships so that they can support and encourage each other towards their graduation goals. Traditional methods of assistance such as tutoring, mentoring and counseling will be made available to the youth to help them be successful in school. Students will have access to computer labs outside of the school day as well as access to remedial assistance as

deemed necessary by their instructors and/or advisors. Our goal is that students will leave the program well prepared for the challenges of college and the workplace. YouthBuild, not funded through the Charter School, operating on the philosophy of Maslow’s hierarchy of needs, offers the youth additional services for issues that could potentially distract the students from their academic goals--these services include food assistance, shelter referrals, job referrals, career counseling, child care assistance and other social services all free of charge to the student. Other services provided are leadership training and test taking strategies and skills. Students also commit to serving the community through volunteer opportunities and community service projects. In addition, the staff will work to develop and implement an incentive plan to track attendance and other defined benchmarks to encourage students as they work through their ISP. Students at risk of dropping out or not meeting graduation requirements, after all supplemental service and incentives have been implemented, may be counseled towards a GED rather than have the student not receive any academic completion certificate.

### Supplemental Programming

1. If summer school will be offered, describe the program(s). Explain the schedule and length of the program including the number of hours and weeks. Discuss the anticipated participants, including number of students and the methods used to identify them. Describe the anticipated resource and staffing needs for these programs, and explain how they will be funded.
2. Describe the extra- or co-curricular activities or programming the school will offer; how often they will occur; and how they will be funded.
3. Describe the programs or strategies to address student mental, emotional, and social development and health.
4. If applicable, describe any other student-focused activities and programs that are integral to the educational and student-development plans.

**NOTE: Open-Enrollment Charter Schools may not charge “blanket” activity fees. See TEC §12.108 for additional information governing tuition and fee restrictions.**

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

1. The Academy will not offer a summer school program. Rather, we will run the Academy year round using a consistent academic model continuously in a trimester format. The school calendar highlights extended breaks for holidays and summer.
2. Because of the rigorous coursework and intense focus on career credentialing for endorsements, extra-curricular activities will be minimal. The school day will be longer than a traditional school. However, as part of the proposed academic model, innovative clubs and classes will be offered each trimester as electives.
3. SA Youth believes that young people will be most productive and successful in school when outside barriers are removed. Often those barriers are emotional, social, mental and health issues that distract youth from focusing on academic achievement. Support staff will offer assistance with life issues and provide the caring and nurturing environment that has been absent from many of their lives for so long. SA Youth’s Counseling and Case Management staff will arrange group and individual counseling services while also making referrals to partner agencies that specialize in youth issues such as low self-esteem, anger, depression, family issues, drug abuse awareness, and

more. The Academy's Testing & Placement Coordinator will recruit volunteer tutors who will tutor students during school hours and after school. Also, students may take part in mentoring services whereby community individuals commit to a year mentorship. During the mentoring relationship, the mentor will follow and encourage the student to achieve academic goals and milestones. The relationship will involve one on one mentoring live, personal meetings, electronic exchanges and communications, phone calls, and extended mentoring trips quarterly. Through a funding partnership with Public Allies, SA Youth's full-time mentoring coordinator will assess student needs to decide who will engage in mentoring each year.

4. The extra student-focus activities that are integral to the educational and student development plans are those activities specific to the four YouthBuild career-paths (also referred to as Endorsement paths). Those paths include Culinary Arts, Construction, Technology, and Child Development (Career Pathway Managers are funded through the YouthBuild program, not the charter school). Each career path program, when successfully completed, provides credits towards the student's chosen endorsement required for graduation under the new Foundation program. These programs also involve path-specific activities that lead toward industry-recognized certifications. These paths and activities are listed in the Education model.

### **Special Populations and At-Risk Students**

1. Describe the overall plan to serve students with special needs, including but not limited to students with Individualized Education Programs (IEPs) or Section 504 plans; students receiving BE or ESL services; students identified as Gifted and Talented (GT); and students at risk of academic failure or dropping out. Identify the special populations and at-risk groups that the school expects to serve, including an explanation of how those projections were developed (e.g. through data related to a specifically targeted school or neighborhood or more generalized analysis of the population to be served). Discuss how the course scope and sequence, daily schedule, staffing plans, and support strategies and resources will meet or be adjusted for the diverse needs of students.
2. Explain more specifically how you will identify and meet the learning needs of students with mild, moderate, and severe disabilities in the least restrictive environment possible. Specify the programs, strategies, and supports you will provide, including the following:
  - a. Methods for identifying students with special education needs (and avoiding misidentification);
  - b. Specific instructional programs, practices, and strategies the school will employ to provide a continuum of services; ensure students' access to the general education curriculum; and ensure academic success for students with special education needs;
  - c. Plans for monitoring and evaluating the progress and success of special education students with mild, moderate, and severe needs to ensure the attainment of each student's goals as set forth in the IEP;
  - d. Plans for promoting graduation for students with special education needs (high schools only); and
  - e. Plans to have qualified staffing adequate for the anticipated special needs population.
3. Explain how the school will meet the needs of students requiring BE or ESL services, including the following:
  - a. Methods for identifying these students (and avoiding misidentification);

- b. Specific BE/ESL instructional programs, practices, and strategies the school will employ to ensure academic success and equitable access to the core academic program for these students;
  - c. Plans for monitoring and evaluating the progress and success of these students, including exiting students from BE/ESL services; and
  - d. Means for providing qualified staffing for these students.
4. Explain how the school will identify and meet the learning needs of students who are performing below grade level and monitor their progress. Specify the programs, strategies, and supports the school will provide for these students.
5. Explain how the school will identify and meet the needs of intellectually gifted students, including the following:
- a. Specific evidence-based instructional programs, practices, strategies, and opportunities the school will employ or provide to enhance their abilities;
  - b. Plans for monitoring and evaluating the progress and success of intellectually gifted students; and
  - c. Means for providing qualified staffing for intellectually gifted students.

**NOTE: Schools are responsible for hiring teachers certified to serve students with special education, bilingual education (BE) and English as a Second Language (ESL) needs pursuant to law.**

**NOTE: 19 Texas Administrative Code (TAC) Chapter 89. Adaptations for Special Populations. Subchapter BB. Commissioner's Rules Concerning the State Plan for Educating English Language Learners (ELLs) states that all school districts that are required to provide bilingual education and/or English as a second language (ESL) programs establish and operate a Language Proficiency Assessment Committee (LPAC).**

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. Following approval, the YouthBuild Academy will comply with all state and federal requirements related to special education. The Academy's target population is at-risk students who have dropped out of school and are returning for a second chance at reaching their academic goal. These students are typically over-aged and under-credit and are classified as at-risk of academic failure or dropping out, have Individualized Education Program (IEPs) or Section 504 plans. SA Youth has worked with this population for over three decades and commits to continue to meet the demands of our community by expanding our services to reach more at-risk youth—specifically students who are over-age and under-credited, therefore, the educational model, curriculum and plans (schedules, scope & sequence, etc.), are geared specifically to meet the needs of the students. Regardless of the teaching methods used, SA Youth understand that placement of special education students cannot be predetermined; therefore, SA Youth YouthBuild Academy will offer a full continuum of special education services. **We believe after our first submission of PEIMS data to TEA, our academy will be classed as an Alternative Education charter school code 39.0545 of the Education Code Chapter 39, Public School System Accountability.**
2. Because SAY-YBA students will work with a self-paced, individualized, web-based learning tool (such as Plato Courseworks), we can easily identify and adjust for the diverse needs of students with mild, moderate and/or serve disability. Each student is tested and placed on an Individual Success Plan (ISP) where they will receive individualized attention to be most successful in the classroom. This plan will work with the IEP but not supersede the IEP. The Plato software offers a program needs evaluation that provides for an individualized learning program. In addition, tutoring will



be made available to all students to supplement their learning time.

- a. SAY-YBA staff will first examine the education records to see if a student has been on an Individualized Education Plan (IEP) in elementary, middle, or high school, before coming to the Academy. Often a parent will identify a specific behavior or through teacher observation. If so, the special education coordinator—certified to work with this population, will set up an ARD with parents (if under 18) and added staff to evaluate the student’s position and make recommendations.
  - b. If a student is identified or enrolls with an IEP, or Sec.504, or other special need, the special education coordinator will decide the extra resources needed for the individual and will service the student. Instructional staff will be trained on the Response to Intervention strategies, disabilities and their characteristics, and the use of accommodations and adjustments. If the need arises, SA Youth will seek a partnership with a local ISD to contract services where the Special Education Coordinator cannot provide for. In additions, regardless of the teaching methods used, the Academy understands that placement of special education students cannot be predetermined; therefore, the Academy will offer a full continuum of special education services.
  - c. The Special Education Coordinator will oversee and evaluate the progress and success of special education student with mild, moderate, or severe needs. Added ARDS will be scheduled periodically to ensure reaching the student’s goals compliant with the IEP.
  - d. SA Youth YouthBuild Academy will comply with Chapter 89 Adaptations for Special Programs about graduation for students with special education needs.
  - e. If the special education coordinator is not trained in a specific area, either (1) he/she will be sent to training or (2) we will contract a certified instructor to work with the student according to his or her needs. The Academy will provide every academic need the special education student has or we commit to contracting a professional in that area so we can offer a continuum of services. The general education, web-based, self-paced curriculum identified for the Academy will complement the special education services in that all students work at their own academic pace –allowing for inclusion.
3. The Academy will meet the needs of students needing BE or ESL service by offering the following:
- a. A Special Education Coordinator to evaluate and identifying the BE or ESL students. These students also self-identify. The Academy will comply with all federal and state guidelines on BE and ESL students, however, our history has been that we have not seen or needed extra services for this category of students in the past decade we served at-risk high school students.
  - b. Plans for having multi-language teachers to meet student’s needs will be considered at hiring. The online curriculum selected for our students will translate to several languages including Spanish.
  - c. Advisors will use the ISP with the Special Education Coordinator who will monitor the IEP to review progress and make recommendations.

- d. If the Special Education Coordinator cannot provide services, the Academy will contract a BE/ESL specialist for the Academy to offer a continuum of services.
4. The Academy will identify students who are performing below grade level on enrollment, after review of past grades and assessment scores as well as the student's scores on the TABE. Staff will closely monitor the progress of each student through the ISP and teacher observation. The online program allows for students who are performing below grade level to work at a pace that is comfortable for them. Instructors will closely monitor student's progress and will recommend tutoring and extra services when necessary.
5. The Academy will identify and meet the needs of gifted students by review of past academic records and scores on the TABE test.
  - a. The online software allows for fast pace completion of credit recovery and/or placement in advanced placement coursework for gifted students.
  - b. Staff will oversee and evaluate the student's progress by reviewing the student's ISP regularly.
  - c. Gifted students will be provided leadership opportunities such as service on the Student Council, leadership roles, and opportunities for school planning. Also, SA Youth will select at least one student to serve on the Board of Directors each year, giving them the opportunity to grow and learn in the area of civic engagement.
  - d. A small Gifted and Talented Club will be organized by an experienced and gifted teacher which will meet on a weekly basis to challenge gifted students to develop innovative programs, ideas and projects at the Academy and within the community. "The Talent Club" will be charged with the responsibility of offering talent competitions, community presentations and performances, and school performances. A Talent Club leader will be selected from among the teacher staffing pool by the Academy's Principal and SA Youth's CEO.
  - e. The Academy will provide highly qualified instruction; however, the YouthBuild program has not in the past decade registered students that qualify as gifted. If gifted students have special needs, these will be met through contractual agreements with talent instructors who will provide individualized services and sessions in small groups.

### **Educational Staff Capacity**

1. Identify the key members of the school's educational leadership team. Identify *only* individuals who will play a large and constant role in school development, governance, and/or management, and will thus share responsibility for the school's educational success. These may include current or proposed governing board members, the school leadership and management team, and any essential partners who will play an important continuing role in the school's development and operation. Describe the team's individual and collective qualifications for carrying out the school design successfully, including capacity in areas such as school leadership, administration, and governance; and curriculum, instruction, and assessment.  
Describe the group's ties to and/or knowledge of the target community.

2. Identify any organizations, agencies, or consultants that are partners in planning and establishing the school, along with a brief description of their current and planned role and any resources they have contributed or plan to contribute to the school’s development.
3. Identify the principal candidate and explain why this individual is well-qualified to lead the proposed campus in achieving its mission. Summarize the proposed leader’s academic and organizational leadership record. Provide specific evidence that demonstrates capacity to design, launch, and manage a high-performing charter school. If the proposed leader has never run a school, describe any leadership training programs that (s) he has completed or is currently participating in. Discuss the evidence of the leader’s ability to effectively serve the anticipated population. Also provide, as **Attachment E.3**, the qualifications, resume/curriculum vitae, and professional biography for this individual.

**OR**

If no candidate has been identified, provide as **Attachment E.3** the qualifications and job description for this role, and discuss here the timeline, criteria, and recruiting and selection process for hiring the campus leader.

4. Describe the responsibilities and qualifications of the school’s leadership/management team beyond the principal. If known, identify the individuals who will fill these positions and provide, as **Attachment E.4**, the qualifications, resumes/curricula vitae, and professional biographies for these individuals. For any position not yet filled, instead provide in **Attachment E.4** the job descriptions and qualifications for each position, and discuss here timeline, criteria, and recruiting and selection process for each.
5. Explain who will work on a full-time or nearly full-time basis following award of a charter to lead development of the school and the plan to compensate these individuals.
6. Explain the plan for distributing to parents information related to the qualifications, experience, and certifications of each teacher, including any professional or educational degrees held and a statement of any certification under TEC §21.057 or PL 107-110 §1111(h)(6)(B)(ii).

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

<b>1. SAY-YBA Key Leadership</b>					
<b>Key leader-ship</b>	<b>Qualifications for implementing school design</b>	<b>School leadership experience</b>	<b>Administration experience</b>	<b>Governance experience</b>	<b>Curriculum/instruction /assessment</b>
<b>Cynthia Le Monds</b>	Created and implemented design for YouthBuild program.	Ms. Le Monds has provided direct oversight of the SA Youth YouthBuild program graduating over 300 students in the past 12 years. Coordinated Cooper Academy partnership (an alternative school program in partnership with SA Youth)	Ms. Le Monds has been CEO and President of SA Youth for 15 years.	20 years’ experience, ex-officio of SA Youth, Chairman of the Board of Success Beyond the Bell, and Literacy SA.	Experience with APlus, Plato, TABE, Myers Briggs Type Inventory,
<b>Shameka Moore</b>	Key member of SA Youth	More than 15 years experience with	SA Youth’s current CFO;	20 years experience	Developed curriculum

	organizational leadership	various nonprofit organizations and churches	has also served on numerous church boards and committees and other nonprofit organization boards and committees	with Dance Academy, churches and institutional boards for various churches and nonprofits in San Antonio	for dance academy and various church programs
<b>Jack Roney</b>	Key member on design team of SA Youth YouthBuild program started in 1999.	Board member for SA Youth and Library Foundation for	30-plus years banking leadership experience, including currently serving as Sr VP at PlainsCapital	12 years experience serving on SA Youth Board	Review of curriculums for SA Youth in a governance capacity
<b>Matt Reedy</b>	5 years experience as SA Youth board member	Has served on the boards of numerous nonprofit organizations in SA and helped with design of Cooper Academy partnership	Currently an Executive Director at USAA but has started several micro-businesses and has been a business leader in San Antonio for 30+ years	Has served on at least 6 community boards including SA Youth for 5 years, San Antonio Area Foundation, and Flights for a Cause	Review of curriculums for SA Youth programs as well as private school committee service.
<b>Instructional Director</b>	Not yet hired.				
<b>Principal</b>	Not yet hired.				

Collectively (except for those not yet hired), this team has grown the organization (finances and programming) to a multimillion dollar organization that offers free services to students throughout our city. During the past 30 years, SA Youth has impacted more than 50,000 young lives positively. Each of the leaders highlighted is well respected and highly sought after for advice in the nonprofit arena. They are well connected to the most successful businesses in San Antonio including USAA, Bank of America, Valero, and NuStar Energy, among others. This group has secured funding and volunteers through these entities year after year, helping to bring this agency from one location to 18 community locations. Also, this team has served the target population of at-risk over-aged youth who come to us with varying academic needs and barriers. Not only has this group governed the organization, but they have personally been engaged through one-on-one direct contact, mentoring, and involvement in student activities

since the start of the YouthBuild program twelve years ago.

2. Partner consultants, organizations, etc.

<b>Partner</b>	<b>Role</b>	<b>Resources</b>
<b>Texas Charter School Association</b>	Guidance for successful academic and financial performance	Intellectual capital Knowledge and experience base.
<b>Irma Rerich, School Board member of Weimar ISD</b>	Human Resources guidance specific to hiring professionals and paraprofessionals.	Knowledge and experienced focus on hiring and designing job descriptions.
<b>P16 Council</b>	Community engagement – the Council will engage various stakeholders from city leaders to juvenile justice providers and other charter schools; Will further help with the coordination of resources, recruitment and awareness.	Leadership and knowledge of the community and resources; Has a large pool of community resources and is the leading agency developing resources and tools for “Opportunity Youth”
<b>SA Youth YouthBuild</b>	YouthBuild will provide endorsement curriculum and instruction as well as social services	Staffing: counselor, social worker, instructors Day care funding, food, clothing closet
<b>City of San Antonio</b>	Funding partner and coordination of construction industry nonprofits that work on sustainable homes and minor repair projects	SA Youth will be receiving funding for construction as well as the minor repair projects which will be workforce training opportunities for students in the construction pathway
<b>HBI and NCCER</b>	Curriculums and training for workforce staff, executed through an annual MOU on training and program deliverables	Training and curriculums for construction industry credentials
<b>Various Funders</b>	Several funders commit funding resources to the workforce training programs including Goldsbury Foundation, HEB, Chase, Dept of Labor, Greehey Family Foundation, NuStar, Bank of America, YouthBuild USA	Numerous organizations and foundations provide ongoing support for our traditional YouthBuild programs and will be investing in this long-term to continue offering workforce training and credentialing as well as specific outcomes such as houses constructed, creation and sustainability of community gardens, and other community benefits.
<b>Construction Industry</b>	SA Youth has 12 years of experience with the construction industry which provides assistance for the youth, help with the construction of homes, supplies and materials, and	Staff who will help with leadership, training and materials and supplies for workforce training in the area of construction

teaches classes for young people. In addition, they provide training for youth and opportunities for employment and apprenticeships. More than 20 different companies are engaged in different aspects of SA Youth's programs

3. SAY-YBA has not identified an administrator/principal. Please see Attachment E.3
4. The Academy leadership team has not yet been hired. Please see Attachment E.4 for job descriptions and qualifications.

*For both 3 and 4 above:*

Criteria and selection process is based on individual job description roles and responsibilities and job experience, degree qualifications, and past employment history, as well as criminal background check and personal referral checks. SA Youth follows the Texas and Federal employment law. SA Youth will post the positions in the local newspaper and on the SA Youth website as well as through local hiring agencies.

The timeline, recruiting and selection process is as follows:

Action	Date
Award Notification	November 2014
Hold a recruiting planning meeting	December 2014
Post for Principal	January 2015
Screen and interview candidates	January - February 2015
Hire Principal	February 2015
Principal Begins / Orientation	Late Feb/Early March 2015
Post positions for remaining Leadership Team (Finance Director, Instructional Director)	April 2015
Screen and interview candidates	April 2015
Hire Finance Director and Instructional Director	April 2015
Finance Director and Instructional Director Begin / Orientation	May 2015
Post positions for Fall 2015 Instructors, including Special Ed Coor	April 2015
Screen and interview Instructors	June 2015
Offers made for Instructors to begin August 2015	June 2015
Post positions for Support Staff (Enrollment Coordinator, PEIMS Coordinator, Testing/Placement Coordinator)	May 2015
Screen and interview candidates	June 2015
Hire Support Staff and Special Education Coordinator	June 2015
Support Staff Begin / Orientation	July 2015
Special Education Coordinator Begins / Orientation	July 2015
Instructors Begin / Orientation	August 2015

5. SA Youth will continue to plan the SA Youth YouthBuild Academy through the review period and into 2015 by using revenues raised from private funders. The CEO and Board



of Directors will designate a board committee to work with the planning consultant – both of which will work on a part-time basis; the CEO and the SA Youth Development team will fundraise and write grants for both planning continuation and the start-up period; The Board committee will recruit and hire the Principal – who will then continue planning on a full-time basis; The Principal, the planning consultant, and the board committee will develop student recruitment strategies and materials. This time is prior to the actual Start-Up Period in which the Academy Leadership team (Principal, Instructional Director, and Finance Director) will all work on a full-time basis to lead development of the school. This 5-month start-up period will be funded by revenues raised from private funders as well.

6. SAY-YBA will deliver via US mail, a letter showing the qualifications, experience, and certifications of each teacher, including any professional or educational degrees held and a statement of any certification under TEC §21.057, in both English and Spanish within 30 days of the start of the school year, and will make teacher certification information available on request in the school office and file a copy of this letter according to requirements in TEC 21.057. Students who enroll throughout the school year will receive notice at time of enrollment.

**WHEN YOU HAVE FINISHED, LEAVE THE REMAINDER OF THIS PAGE BLANK.**

## Section Two - Operations Plan

### School Calendar and Schedule

1. Discuss the annual academic calendar for the school. Explain how the calendar reflects the needs of the educational program, including total number of days/hours of instruction. In **Attachment O.1**, provide the school's proposed calendar for the first year.
2. Describe the structure of the school day and week. Include the number of instructional hours/minutes in a day for foundation subjects. Note the length of the school day, including start and dismissal times. Explain why the school's daily and weekly schedule will be ideal for student learning. Describe how the instructional day will be structured to ensure adequate coverage of all the TEKS. Provide the minimum number of instructional hours/minutes per day and week the school will devote to academic instruction in each grade. Provide, also in **Attachment O.1**, a sample daily and weekly schedule for each grade configuration of the school.
3. Note the number of hours dedicated for teacher planning and collaboration, if applicable.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. SA Youth will run the Academy year-round, on a trimester academic calendar with extended breaks between trimesters and holidays. This calendar best serves the target population's education goals by providing year-round opportunities for self-paced attainment of HS Diploma. The year-round calendar will have 180 instructional days—with four hours of classroom per day and 4.5 hours of YouthBuild Career Path Training per day. The year-round calendar will afford the students the opportunity to complete their academic goals in a shorter period of time. Students will focus on academics for four hour block with the opportunity to work on the web-based curriculum and direct-teach electives. The other block of the day, students will work towards their endorsement path that is hands-on field training. The schedule will help students stay focused and engaged in what they enjoy doing and see as a potential career and graduation!
2. A typical school day will consist of 240 minutes for foundation academics. The rest of the school day-4.5 hours/270 minutes is spent in a YouthBuild Career Path (Endorsements—Business and Industry—where students earn a Certificate of Completion in curriculum based on that industry). The YouthBuild portion of the school day is funded through the YouthBuild program. Students will attend class from 8am to 5pm, Monday through Friday with a 30-minute lunch break daily. The minimum number of instructional hours each day is 4 hours/240 minutes where students are not defined as being in a grade but rather as earning credits towards their graduation plan (aligned w/HB5). Except for electives, teachers will offer subjects through an online curriculum which is fully aligned with TEKS requirements.
3. Teachers will have three to four training days during Mission University eight hours a day, and one student holiday and teacher workday each trimester. Every week teachers have 2.5 hours of planning time. Also, because students have extended breaks, instructors have several days of planning and collaboration time during the student breaks.

## School Culture

1. Describe the culture of the proposed school and explain how it will promote a positive academic environment and reinforce student intellectual and social development.
2. Explain how you will create and implement this culture for students, teachers, administrators, and parents starting from the first day of school. Describe the plan for involving students who enter the school mid-year.
3. Explain how the school culture will take account of and serve students with special needs, including students receiving special education services, BE or ESL services, students at risk of academic failure, and gifted and talented students.
4. Describe a typical school day from the perspective of a student in a grade that will be served in your first year of operation.
5. Describe a typical day for a teacher in a grade that will be served in your first year of operation.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. The Academy aspires to have a culture of respect, where students and instructors alike, create positive, healthy relationships to promote the self-confidence necessary for student success. We believe every student has the potential to succeed regardless of their previous circumstances and our goal is to help them move past hopelessness to success. Each teacher will give students individualized time and attention so students know that we care about their future! We seek to promote a positive atmosphere of encouragement where students will have fun while learning and feel safe with a full understanding that their academic goals can be met when we work as a team. Most importantly, we seek to promote a family atmosphere where long-term relationships are built. We believe that close-knit relations with other students will promote an environment where student help and support each other through their academic, personal and professional growth. Our YouthBuild program has been successful in helping youth create positive relations and new friendships by bringing students in by cohorts so we plan to use that same model for the Academy.
2. Each student will go through one week of mental toughness where they will become familiar with other students in the program and together go through vigorous challenges that help them value each other for support. Mental toughness is a 4-day long intensive process that prepares young people to step back into the classroom. Students are taken through a series of workshops, leadership exercises and team building activities that are designed to introduce students to the YouthBuild culture. Students may enroll during three time periods during the school year for the student to be joined to a cohort and take part in mental toughness—although this is not a requirement. Students that enroll outside of the cohort entry will be placed into an existing cohort. The cohorts travel through the program together to provide emotional and academic support to each other. During new instructor orientation, teachers are taught about the student population--the need for respect and individual attention are stressed. Many students have been kicked out of school or have dropped out for reasons including “not fitting in” and will need the extra encouragement, motivation and hope to get through to high school completion. Although past YouthBuild history has shown low parent participation with this population—where our student population is typically over 20 years old and often times parents themselves, staff will still make every effort to encourage their parents to share in their child’s education process and special activities and join in the Academy Task Force (advisory

board). Students will also get the opportunity to “give back” through the YouthBuild program that sets aside several days throughout the year where students can engage in community volunteer projects. Students will also spend time in the community visiting local leaders in the specific industry they are enrolled in. History has shown the community leaders involved with YouthBuild often become part of the program by becoming donors, volunteering as mentors and even hiring students after graduation.

3. The staff and administration are trained to be inclusive of all students regardless of special needs. The Academy’s target population is typically over-aged students with few credits, at risk of academic failure. All staff will be trained on the use of accommodation and modifications for special education populations. During the YouthBuild block, students will be taught leadership skills and character education as part of their curriculum. Students will be taught to respect all individuals with dignity and inclusion. Because the student cohort is family-like, the extra support from students toward student disabilities is expected. We are committed to helping all students find success beyond their circumstance.
4. **STUDENT PERSPECTIVE:** I am excited to start classes on my first day of school because last week I could make friends during the mental toughness classes—this makes the first day of school less nerve-wracking. I do have some fears but I learned the other students have the same fears I have and so we are all in this together. I enjoy the fact that I can work at my own pace and not feel the pressure of keeping up with everyone else. I always felt dumb because I couldn’t keep up. That’s why I like the Plato software on the computer. No one knows what I’m working on except my teacher. This morning when I started my first course, Language Arts, on Plato I got stuck but my teacher could help me and she didn’t make me feel small. She treated me with respect—that was nice because I was embarrassed that I couldn’t get my course started. I like working on my own and Language Arts is my favorite so I chose to do it first because I can zip right through it! Now I won’t feel that pressure I always felt going to school. So, going to school will be more of a joy for me instead of something I hated to do before. After our first instructional hour we got a small break. There is a student lounge with pool tables and a TV. This place doesn’t feel like high school. It feels more comfortable and more like a college campus. After my break I had a hard time with my math course so I raised my hand and my teacher came by and helped me understand what I was doing wrong. He said that he wanted me to call on him each time I had difficulty with my math problems so he could get extra homework or tutoring for me. I moved into a class about 10am for an elective. My elective class was dance—it was lots of fun and I even think I may lose weight. I’m taking this class instead of regular PE, it’s much more fun and we call it DWTS—like Dancing with the Stars, except it’s Dancing With the Students! After lunch I will head to my YouthBuild Career Path—I’m in the culinary arts path and it is so much fun. Our teacher is a professional chef. He knows so much about cooking and making the food look really pretty on a plate. I didn’t even know there were so many different types of knives for cutting vegetables, breads, steaks and more. I’ve only just used one knife to cut everything. Today we are going to learn to make a gourmet soup and we get to share the soup with some of the staff—whoever is brave enough to sample it. I’m excited because at most schools the staff never even talked to the students. Today, after school I am going to stay and get math tutoring. I’ve never been good at math but my teacher says I can do anything I set my mind to. I believe him. No one has ever told me

that before. And then after tutoring I am going to the Girls group counseling session—it's called REAL talk because we talk about the things in life that make us hurt and sometimes angry and stuff. I like sharing. I found out in mental toughness that lots of us have the same problems. I won't be home till after 7pm tonight but I love being at this school—they not only care about me they feed me and make sure I have clothes and other needs. I feel special at this school.

5. **TEACHER PERSPECTIVE:** I'm anxious to start my day today. I worked hard to learn everyone's names. I want to make sure that when I always call on them, I do it with respect. I want them to know that everyone deserves to be respected. My first class this morning is working with the students in the lab—some are doing credit recovery to catch up while others are on task with core academics and are fulfilling their basic requirements that we outlined for them on their ISP. This class gives me the opportunity to help students one-on-one. When they raise their hand I know it's up to me to help them get past their challenge in a positive and encouraging way so they are motivated to keep working hard. It gives me one-on-one face time so when I look in their eyes, they know that I'm not just a teacher but I'm someone who cares about their future. This morning I was busy helping several students with math and science while Mr. Other Teacher focused on the humanities. My job is to focus on my areas of expertise and allow Mr. Teacher to do the same. This process gives me the opportunity to do what I'm trained in and I can decide when students have gaps that need to be addressed. After the morning sessions I'll meet with the counselor and let her know of any concerns I may have caught about my students. I'll also stop by and peak my head in the culinary class to encourage my students and get a taste of whatever they are cooking up! After lunch, I will go back to the lab to do what I do best—help kids learn geometry and physics! I enjoy my job because unlike traditional high schools where I used to be, I can give these students one-to-one attention all day long on the specific question they need help with. That's like having a personal teacher all to them self! I feel good that I've had the opportunity to help someone see past their challenges and circumstances to a place where they find confidence and hope.

### Student Admissions and Enrollment

1. Briefly analyze the competition in the area for the same students. Describe the methods the proposed school will use to recruit and keep students.
2. Explain how the plan for student recruitment and marketing will provide equal access to all interested students and families. Specifically describe the plan for outreach to families in poverty, academically low-achieving students, students with disabilities, and other youth at risk of academic failure.
3. Provide, as **Attachment O.2**, the school's Admissions and Enrollment Policies, which should include the following:
  - a. The period (both the beginning and the ending dates) during which the applications for admissions will be accepted (see TEC §12.117), including a summary of the application process;
  - b. Procedures to be followed in conducting a lottery when a grade or class is oversubscribed including which exemptions from the lottery (include whether the charter school will exercise the right to exempt from the lottery returning students, the siblings of returning students,

and/or the children of the school's founders and staff (so long as the total number of students allowed constitutes only a small percentage of the total enrollment.))

- c. The approximate date on which a lottery will be conducted if required;
  - d. Policies and procedures for student waiting lists, withdrawals, re-enrollment, and transfers;
  - e. The non-discrimination statement to be included in the proposed school's admissions policy. *TEC, §12.111(a)(5);*
  - f. Policies and procedures for the admission of students with documented histories of any of the types of misconduct listed in TEC §12.111(a)(5)(A); and
  - g. Enrollment deadlines and procedures.
4. If the proposed school will specialize in performing arts, discuss whether applicants will be required to demonstrate artistic ability for admission to the school. *TEC, §12.111(a)(6) permits a charter school specializing in performing arts to have an admissions policy that requires a student to demonstrate artistic ability. In addition, TEC, §12.1171 permits a charter school specializing in one or more performing arts to require an applicant to audition for admission to the school.*

***NOTE: If a charter is granted, the sponsoring entity will be required to submit a copy of its admissions policy, admissions application, and enrollment form(s) for review during the contingency process.***

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. According to Ed Week's latest data from the class of 2009, the graduation rate for the San Antonio Independent School District was **56.2%** compared to 73.4% nationally. With these statistics, and a hand full of drop prevention programs, sadly there are plenty of students to fill the classrooms of dropout prevention programs. SA Youth will recruit students announcing the Academy grand opening by public announcement on a morning TV show, local media announcements, block-walking, engaging in nonprofit agency fairs, advertising on the SA Youth website and newsletters, and word of mouth. The Academy will keep students by ensuring consistent review of the students ISP to recognize progress, engaging students in the YouthBuild culture of belonging to a family, (motto: Once in YouthBuild, always in YouthBuild), ensuring students are receiving academic assistance in areas where they may be struggling (tutoring, extra homework, remedial classwork, etc.), and providing incentives for reaching academic benchmarks.
2. The plan for student recruitment and marketing will provide equal access to all interested students and family because the information about the school opening will be disseminated in several formats: air, print, TV, web, door-to-door, and more. Most of the block walking will be in lower economic class neighborhoods where computers may not be available to families and where they may be a population of youth that had to leave school to help support their families. Flyer will also be shared with surrounding traditional high school counselors who could refer students that may not have access to our recruiting efforts, including youth at risk of academic failure, students with disabilities, and academically low-achieving students.
3. See attachment O.2, for the Academy's Admissions and Enrollment Policies.
4. SA Youth YouthBuild Academy will not specialize in performing arts; therefore this item is not applicable.



## Student Discipline

Describe the school's approach to student discipline summarizing the school's proposed Discipline Policy. Provide as **Attachment O.3** the school's proposed Discipline Policy. Together, the narrative description and the proposed policy should address the following:

1. The code of conduct for the school; *TEC, §12.131 requires that the governing body of an open-enrollment charter school adopt a code of conduct for its district or for each campus.*
2. Practices the school will use to promote good discipline, including both penalties for infractions and incentives for positive behavior;
3. A list and definitions of the offenses for which students in the school must (where non-discretionary) and may (where discretionary) be suspended or expelled, respectively;
4. An explanation of how the school will take into account the rights of students with disabilities in disciplinary actions and proceedings;
5. Procedures for due process when a student is suspended or expelled as a result of a code of conduct violation, including a description of the appeal process the school will employ for students facing expulsion and a plan for providing services to students who are expelled or out of school for more than ten days; and
6. Explanation of how students and parents will be informed of the discipline policy.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. When awarded, the governing board of the academy will adopt a "Code of Conduct" for the campus according to TEC 12.131. The sample provided is preliminary and will be revised to better serve our population while complying with all TEC codes.
2. The academy will implement an incentive program to promote good discipline. Currently the YouthBuild program has an incentive program that focuses on student participation and attendance—when awarded, this incentive program will be expanded to include disciplinary incentives focused on awarding positive behaviors rather than punishing negative behaviors although infractions will be given when students break rules or are out of line.
3. A complete list of definitions is included in Attachment O.3 where policies regarding expulsion are included.
4. Student disciplinary issues involving students with disciplinary will be reviewed by the Special Education Coordinator on a case-by-case basis through an ARD and a determination will be made with regards to consequences. Because the academy will be an inclusive academy and set up as a cohort, we anticipate that disciplinary issues will be at a minimum—gathered from our past history of working with this population.
5. The procedures for expulsion for students who are expelled or out of school for more than ten days are listed under, "Process for Out-of-Academy Suspensions Over Ten Days and Expulsion."
6. Students and parents will be informed of the discipline policy when they receive the student/parent handbook at the time of enrollment. Both the student and parent (if student is under 18) will provide a signature stating they understand the policies and procedures related to discipline.

## Leadership Pipeline

1. Describe the sponsoring entity's current or planned process for sourcing and training potential school leaders for campuses opening in subsequent years, regardless of location.

2. Explain how you have developed or plan to establish a pipeline of potential leaders. If known, identify candidates already in the pipeline for future positions.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1 Although SA Youth does not intend to open additional campuses in subsequent years, the governing board will call for a succession plan and training of key leadership positions within the school and the CEO/Superintendent to ensure the Academy and culture of the Academy remains intact in the case of a departure of a key leader.

2 The Academy will develop a plan to ensure leadership is ready to move upward in the chain of command if and when necessary to ensure the Academy continues to run proficiently. Cross-training will be one way to address this process.

### Organization-Wide Staffing

1. Complete the staffing chart below, outlining the staffing plan for your campus(es), as applicable. The staffing chart and your narrative response should identify the following:
  - a. Year one positions, as well as positions to be added in future years;
  - b. Administrative, instructional, and non-instructional personnel;
  - c. The number of classroom teachers, paraprofessionals, and specialty teachers; and
  - d. Operational and support staff.

Adjust or add functions and titles as needed. *Delete rows or tables for grade configurations that do not apply.*

Staff	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Elementary Campus Staff</b>					
Principal					
Assistant Principal					
Add'l Campus Leadership Position 1 [specify]					
Add'l Campus Leadership Position 2 [specify]					
Add'l Campus Leadership Position 3 [specify]					
Classroom Teachers (Core Subjects)					
Classroom Teachers (Specials)					
Student Support Position 1 [e.g. Social Worker]					
Student Support Position 2 [specify]					
Specialized Campus Staff 1 [specify]					
Specialized Campus Staff 2 [specify]					
Teacher Aides and Assistants					
Campus Operations Support Staff					
<b>Total FTEs at elementary campus(es)</b>					
<b>Middle School Campus Staff</b>					
Principal					
Assistant Principal(s)					
Add'l Campus Leadership Position 1 [specify]					
Add'l Campus Leadership Position 2 [specify]					
Add'l Campus Leadership Position 3 [specify]					
Classroom Teachers (Core Subjects)					
Classroom Teachers (Specials)					
Student Support Position 1 [e.g. Social Worker]					
Student Support Position 2 [specify]					

Specialized Campus Staff 1 [specify]					
Specialized Campus Staff 2 [specify]					
Teacher Aides and Assistants					
Campus Operations Support Staff					
<b>Total FTEs at middle school campus(es)</b>					
<b>High School Campus Staff</b>					
Principal	1	1	1	1	1
Assistant Principal(s)					
Deans					
Add'l Campus Leadership Position 1 – Finance Director	1	1	1	1	1
Add'l Campus Leadership Position 2- Instructional Director	1	1	1	1	1
Add'l Campus Leadership Position 3 [specify]					
Classroom Teachers (Core Subjects)	4	4	4	6	6
Classroom Teachers (Specials) – Elective Instructors will be part-time contractors					
Student Support Position 1 – [specify]					
Student Support Position 2 [specify]					
Specialized Campus Staff 1 – Special Education Coordinator	1	1	1	1	1
Specialized Campus Staff 2 [specify]					
Teacher Aides and Assistants	0	1	2	4	4
Campus Operations Support Staff	3	3	3	3	3
<b>Total FTEs at high school campus(es)</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>17</b>	<b>17</b>
<b>Total organization FTEs</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>17</b>	<b>17</b>

2. Explain how the relationship between the school’s senior administrative team and the rest of the staff will be managed. State the teacher-student ratio to be maintained. As well as the ratio of total adults to students for the school.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. SAY-YBA will be staffed by a full-time Principal, a full-time Instructional Director, and a full-time Finance Director. We will hire four full-time classroom teachers in Year One (will increase to six by Year Five). Aides will be added each year starting in Year Two with one and will increase to four by Year Five. SA Youth will contract professionals to serve as Elective Instructors. We will hire a full-time Special Education Coordinator to address special student needs. Support Staff include a Testing and Placement Coordinator, an Enrollment Coordinator, and a PEIMS Coordinator. Other support will come from the YouthBuild program in the form of Case Manager(s), Mentor Coordinator, and Career Path Managers – these are not staff members of the Charter School. Roles such as Payroll, Human Resources, and Facilities, Fleet, and Food Services will be provided by SA Youth and are budgeted to be paid as contract services.
2. The Instructional Director and the Finance Director will be under the supervision and management of the Principal who will be supervised by the CEO of SA Youth. The Instructional Director will manage the Special Education Coordinator, Testing/Placement Coordinator and the Instructors. The Finance Director will oversee the PEIMS

Coordinator. The Principal will also oversee the Enrollment Coordinator. The teacher/student ratio will be 1:15 in the classroom and the ratio of total adults employed by the Academy to total students enrolled for Year One will be 11:120.

### Staffing Plans, Hiring, Management, and Evaluation

1. Explain the relationship that will exist between the sponsoring entity and its employees, including whether the employees will be at-will and whether the school will use employment contracts. If the school will use contracts, explain the nature and purpose of the contracts. Provide, as **Attachment O.4**, any personnel policies or an employee manual, if developed.
2. Outline the proposed school's salary ranges and employment benefits for all employees, as well as any incentives or reward structures that may be part of the compensation system. Explain the school's strategy for retaining high-performing teachers.
3. Describe your strategy, plans, and timeline for recruiting and hiring the teaching staff, including the school's plan for hiring "Highly Qualified" staff in accordance with the Elementary and Secondary Education Act (ESEA). Explain other key selection criteria and any special considerations relevant to your school design.
4. Outline the school's procedures for hiring and dismissing school personnel, including conducting criminal background checks.
5. Explain how the school leader will be supported, developed, and evaluated each school year. Provide, in **Attachment O.5** any leadership evaluation tool(s) that you have developed already.
6. Explain how teachers will be supported, developed, and evaluated each school year. State if the school intends to follow the state Professional Development Appraisal System (PDAS) or submit as **Attachment O.6** any local teacher evaluation tool(s) already developed
7. Explain how the school intends to handle unsatisfactory leadership or teacher performance, as well as leadership/teacher changes and turnover.
8. Provide in **Attachment O.7**, a Supplemental Human Resources Information Form (use the template provided by the TEA) for ALL paid positions required to operate the proposed school in year one and at capacity. Ensure that your submission includes ALL positions including administrative staff such as: CEO/superintendent, financial officer, principal, assistant principal, director, and assistant director.

**NOTE: PL 107-110 §1119 Teachers in all core academic subjects must be degreed and have demonstrated competency in the subjects in which they will be assigned to teach as required by federal law. Special education teachers, bilingual teachers, and teachers of English as a second language must be certified in the fields in which they are assigned to teach as required in state and/or federal law. Paraprofessionals must be certified as required to meet state and/or federal law.**

**NOTE: Charter schools may not compensate an individual in excess of the fair market value of the services rendered. The fair market value of the services rendered is based on the individual's education experience, prior salary history, job duties actually performed, what a typical person with similar skills, experience, and job duties would earn. See 19 TAC §100.1022(c)(2)(B)(i).**

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

1. According to SA Youth's Personnel Policy Manual, which is reviewed and any changes approved by the Board of Directors on an annual basis, "[a]ll SA Youth employees are employed at the will of the organization. Employees may resign from the organization for any reason, and may be terminated by the company for any reason, and with or without notice." SA Youth's Application for Employment further defines "at-will" by

stating “that, unless otherwise defined by applicable law, any employment relationship with SA Youth is of an “at will” nature, which means the Employee may resign and the Employer may relieve the Employee at any time with or without cause. It is further understood that this “at will” employment relationship may not be changed by any written document or by conduct of any officer or staff member, including Board members and the Chief Executive Officer.” All SA Youth employees sign these documents. As such, the organization will not use employment contracts with charter school employees. Job Descriptions, which are also signed by the employee, clearly define reporting structure, hours, exemption status, and benefits as well as qualifications, responsibilities, requirements and skills, accountabilities and measures and work environment. The job description further requires the employee to acknowledge that “I have read and understand this explanation and job description. I am expected to adhere to all agency policies and to act as a role model in the adherence to agency policies. I agree to these responsibilities, pay, title, and expectations and understand that not meeting these expectations and that not following these expectations will result in disciplinary actions, up to and including termination of my employment with the SA Youth.”

2. Salary Ranges

Position	Proposed Starting Salary
Principal	\$ 85,000
Instructional Director	\$ 65,000
Business Manager (Finance)	\$ 58,000
Enrollment Coordinator	\$ 34,000
Testing/Placement Coordinator	\$ 34,000
Special Education Coordinator	\$ 42,000
PEIMS Coordinator	\$ 34,000
Instructor	\$ 44,000

As detailed in SA Youth’s Personnel Policy Manual, full-time employees receive the following benefits (if awarded, some policies will need to be revised to comply with TEA guidelines regarding teacher benefits):

- a. 12 paid holidays after 90 days of employment
- b. Health, Dental, Life Insurance coverage
- c. Workers’ Compensation Insurance
- d. Paid time off for Jury Duty
- e. Sick Leave (40 hours per year)
- f. Vacation Time – as defined by vacation schedule chart
- g. Retirement Plan – participation in a 401K with a vesting plan
- h. Educational Assistance – as defined by policies

Incentive plans are developed by the employee and his/her supervisor. After approval by the CEO, the resulting reward structure is incorporated into the employee's job description. While general structures will be drafted by the CEO and Superintendent and Principal during the planning process for the Charter School, the Principal will work with staff to develop individualized incentive plans relevant to each position.

SA Youth will strive to keep high-performing instructors and staff by budgeting for and encouraging participation in continuous professional development, holding regular check-in sessions, and creating a relevant rewards system.

3. SA Youth believes its innovative educational approach, family-like atmosphere, and competitive salary and benefits package will be attractive to teachers seeking opportunities outside the traditional public school system. We will advertise open positions via traditional methods – newspaper advertisements, internet announcements – and we will employ inventive methods using social media – Facebook and Twitter campaign, Instagram announcements to national YouthBuild network. Recruitment for full-time Instructors will begin in February 2015 with job offers for positions beginning in August 2015 extended by April 2015.

Instructors hired for the Academy will have experience with at-risk/low-income youth, demonstrate a connection with the school's philosophy and structure, and have earned at least a Bachelor's Degree from an accredited college or university. While a teacher certification is preferred, we will consider real-world work experience in specific areas in lieu of certification as long as the experience makes the applicant an expert in the subject area and therefore highly qualified. For instance, a retiree from Rackspace Hosting who has ten years' experience in IT, a history of volunteering as a mentor for at-risk youth, and a passion for education may make an excellent Computer Science Instructor despite not being a certified teacher. Academy leadership will make these decisions. Through newsletters and parent letters, parents and other stakeholders will be made aware of all Instructors' qualifications. We will consider part-time contractors to serve as Instructors for selected elective classes. For instance, a successful small business owner with an MBA may teach the Business Management or Entrepreneurship class twice a week and is highly qualified to do so. SA Youth successfully employs this approach for added learning opportunities in our existing YouthBuild and Out-of-School Time programs.

4. While the Principal will lead the hiring committee for the charter school instructors and professional staff, the Academy will adhere to SA Youth procedures for hiring, firing and criminal background checks. The hiring committee makes the recommendations to the Human Resources department which then completes all background checks to include criminal history check, fingerprint check, employment verifications, and reference checks. If results are acceptable, HR prepares the offer letter with required signatures, makes the phone offer clearly defining contingencies based on extra required paperwork such as I9 or education verification, and schedules intake and orientation. Similarly, terminations must be processed through Human Resources as well. While managers can end employment instantly for reasons listed as "Grounds for Immediate

Termination” in the Personnel Policy Manual, HR must be informed straightway to ensure proper out-processing. Requests for terminations based on behavior or performance issues are verified through HR who checks warnings/notices, evaluations, and other documentation to ensure the termination is warranted before sending the request to the CEO/Superintendent who “make[s] all final decisions regarding employment” as stated in the agency’s Personnel Policy Manual. For the charter school, the Principal will conduct the termination with an HR representative present. As indicated above, SA Youth conducts detailed criminal background checks on all employees and volunteers with the agency. FBI fingerprint checks are also conducted for specific programs as required by funders or partners. Charter school staff, paid and unpaid, will be included in agency programs requiring fingerprint checks.

5. Principal support, development, and evaluation.

As part of the planning process a mentor school within the national YouthBuild network will be identified to provide regular coaching support to the Principal of the SAY-YBA, biweekly during the first six months and then monthly after that. Coaching will include observations, feedback, and best practice strategies for effectiveness. The charter school Principal will develop an Individualized Training Plan with the CEO/Superintendent to ensure continued professional development. The Principal will be evaluated by the CEO/Superintendent. Formal evaluations will take place twice during the first year and then each year after that. Performance measures will be determined during the planning process and specific targets determined each trimester but will include measures such as enrollment and attendance rates, goal achievement, graduation rates, and financial stability. Should the evaluation show the need for moderate improvement, a Performance Improvement Plan (PIP) will be implemented to provide additional training and support.

6. Instructor support, development, and evaluation.

The Academy is designed to create strong relationships in cohorts between students and with Instructors. We recognize the need for this population to have consistent caring adult role models so we will do everything we can to support our Instructors. The Principal will develop Individual Coaching and Training Plans with each Instructor. While formal evaluations will take place twice during an Instructor’s first year and then each year after that, the Principal will also routinely step into the classrooms for informal observations and assessments of classroom and behavior management. Added professional development opportunities for Instructors are budgeted and encouraged. The formal evaluation process will include an assessment of the performance measures identified at the start of employment. During the planning process, the Principal and CEO/Superintendent will decide whether the Professional Development and Appraisal System (PDAS) will be adapted for use at the Academy

7. While we hope that our recruitment and hiring procedures will result in only the best candidates being offered positions with our charter school, SA Youth recognizes that sometimes relationships just do not work out. We will handle unsatisfactory leadership or teacher performance and turnover in the Academy by addressing concerns as they arise. Through the evaluation process which includes PIPs, we will know early on whether a leader or instructor is effective in the position for which he or she was hired.



All efforts will be made to offer the staff extra training and support to reduce the chance of turnover and disruption to student life, however, when separation is necessary, it will be done in the most confidential manner as not to disrupt student learning. Students will be informed of any changes affecting them by a member of the administrative leadership team. When possible, and if a change is imminent, all efforts will be made to make changes during extended student breaks to lessen distractions.

8. Please see the Supplemental Human Resources Information Forms provided as Attachment O.7.

### Professional Development

Describe the school's professional development expectations and opportunities, including:

1. Identify the person or position responsible for professional development.
2. Discuss the core components of professional development and how these components will support effective implementation of the educational program. Discuss the extent to which professional development will be conducted internally or externally and will be individualized or uniform.
3. Provide a schedule and explanation of professional development that will take place prior to school opening. Explain what will be covered during this induction period and how teachers will be prepared to deliver any unique or particularly challenging aspects of the curriculum and instructional methods.
4. Describe the expected number of days/hours for professional development throughout the school year, and explain how the school's calendar, daily schedule, and staffing structure accommodate this plan. Include time scheduled for common planning or collaboration and how such time will typically be used.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. The professional development of Academy staff is led by the Principal in coordination with the Instructional Director. The will seek out relevant, timely and required courses and speakers to provide on-going training for our staff. The team will coordinate to ensure all TEA required trainings are incorporated in the training plan. Additionally, SA Youth provides agency-wide trainings in which the Academy staff will participate on a monthly basis.
2. SA Youth holds staff training and development as critical to providing top notch programs and services for youth. We begin with an intensive week-long agency orientation and on-the-job site training. Licensed and trained staff will offer CPR and First Aid training during this time and a full overview of policies, procedures, best practices, cultural expectations, and introductions. During this time, trained and certified team members undertake staff assessments to include personality assessments and strengths assessments, to offer management tools for team building and staff management. Staff are required to attend SA Youth's monthly staff development event, "Mission University." Once a month, typically the last Friday of the month, Mission University focuses on various youth development issues, education, curriculums, safety, regulations, nutrition, child abuse prevention, workforce development, management, and working with parents. All academic, workforce, and other staff members receive continuing training in topics related to the issues they may face. Primary academic topics include: academic lesson planning; effective

assessments; innovative learning strategies; innovative teaching strategies; classroom behavior management; technology as a tool for learning; specific training on academic software programs; training in developing academic culture and expectations; and engaging youth in nontraditional settings. Secondary topics for all staff will include: safety protocols; ethics and boundaries; harm reduction crisis intervention; trauma informed care; positive youth development; basic counseling skills; healthy sexual behavior; gay, lesbian, bisexual, and transgender issues; cultural awareness and sensitivity; mental health awareness; alcohol, drug, and chemical dependency awareness; bullying and harassment; and sexual exploitation and prostitution. We also budget for staff to attend local, state, and regional conferences related to education, youth development, and other essential trainings.

We will offer extensive training before the Academy’s start date to educate staff on program requirements, state and agency rules, academic rigor and expectations, cultural expectations, systems, and tools. Leadership and human resource staff will also coordinate and carry out these trainings before the Academy’s official launch: Academic reporting; system management and reporting; contract responsibilities; policies and procedures; quarterly and annual monitoring; participant confidentiality; PEIMS system and process; customer grievance process; performance goals; and facilities. Staff will continuously review and assess the need for continuous training and other offerings for the full support of academic and workforce staff.

3. The following is the August Training Schedule (all training must be completed before start of school year:

	<b>Administrators</b>	<b>Business Managers</b>	<b>Teachers</b>
<b>SA Youth Orientation (includes policies, procedures, studying the student population, introduction to YouthBuild, etc.)</b>	40 hours	40 hours	40 hours
<b>Curriculum</b>	16 hours		16 hours
<b>Interpreting data for improved student learning</b>	8 hours		16 hours
<b>School Law</b>	90 minutes	240 minutes	
<b>School Finance</b>	60 minutes	480 minutes	
<b>Health &amp; Safety</b>	90 minutes	20 minutes	

<b>Accountability-Public Funds</b>	30 minutes	240 minutes	
<b>Accountability-other</b>	120 minutes	160 minutes	
<b>Open Meetings</b>	30 minutes	20 minutes	
<b>Public Records</b>	60 minutes	40 minutes	
<b>Addtl. Training in TEA modules 1-7</b>	120 minutes	600 minutes	
<b>Continuing Professional Education</b>			150 hours over 5 years (if Certifies 1999 or later)

4. The total number of training days and hours offered throughout the school year are listed below:

<b>SA Youth YouthBuild Academy Professional Development Schedule* Sept 1, 2015-Aug 31, 2016</b>			
	Trimester 1	Trimester 2	Trimester 3
<b>Teacher In-Service— (student holiday)</b>	Oct 5, 2015 Dec 18, 2015	Feb 1, 2016 Feb 15, 2016 March 28, 2016 April 22, 2016	May 30, 2016 June 6, 2016
<b>Mission University— (student holiday)</b>	Sept 25, 2015 Oct 30, 2015 Nov 20, 2015	Jan 29, 2016 Feb 26, 2016 April 29, 2016	May 27, 2016 June 24, 2016 July 29, 2016 Aug 26, 2016
<b>Teacher planning days— (student extended break)</b>	Sept 1-4, 2015 (4 days) Sept 8-11, 2015 (4 days) Nov 23-25, 2016 (3 days)	Jan 4-15, 2016 (10 days)	May 2-13, 2016 (10 days) July 5-15, 2016 (9 days) Aug 29-31, 2016 (3 days)
<b>TOTAL TRAINING DAYS</b>	16	17	28

\*Each training days is 8 hours in length.

### Performance Management

The TEA will evaluate the performance of every charter school annually according to a set of academic, financial, and organizational/governance performance standards that will be incorporated into the charter agreement.

Applicants may propose to supplement the TEA performance standards with school-specific academic or organizational goals.

1. Describe any mission-specific educational goals and targets that the school will have. State goals clearly in terms of the measures or assessments you plan to use.
2. Describe any mission-specific organizational goals and targets that the school will have. State goals clearly in terms of the measures or assessments you plan to use.
3. Who will be responsible for managing the data, interpreting it for classroom teachers, and leading or coordinating professional development to improve student achievement?
4. Explain the training and support that school leadership and teachers will receive in analyzing, interpreting, and using performance data to improve student learning.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. Educational goals for Year One: The average dropout recovery student TABE assesses at the fifth through seventh grade level and has roughly five educational credits on entry into an academic recovery model.

The Academy Principal will work with academic teams to adjust goals and expectations. The following metrics are outlined for an expected student population that assesses at the average 5<sup>th</sup> grade reading level at the time of entry into the Academy:

***i. Numeracy and Literacy Gains:***

85% of enrolled students will increase literacy and numeracy gains by at least one level during their first year

***ii. Academic Retention:***

70% of the academic recovery student population will be retained through a second year if they have not exited the program successfully during Year One.

***iii. Academic Advancement:***

75% of the students enrolled will be promoted at least one grade level during the first year of school completion.

40% of the enrolled students will be promoted at least two grade levels during the first year of school completion.

***iv. Completion Rate:***

75% of students entering Grade 12 will complete Graduation Requirements during Year One.

2. Organizational goals for year one:

***Endorsement (certification):***

50% of the students enrolled in Grade 12 will work toward an industry certification during Year One, and at least 60% of those pursuing the certification will complete Industry Certification during Year One.

3. The Academy PEIMS Coordinator will manage the data. The Instructional Director will review and interpret the data with teacher assistance to ensure students are on track to graduate according to the Individual Success Plan (ISP). SA Youth's CEO, COO and Academy Principal will coordinate to bring in training (professional development) that is aligned with the teacher and student needs to move the students toward academic achievement. Trainers will be selected from the TEA approved list of trainers for any required training under the TEA guidelines.

4. School leadership and teachers will receive training geared at understanding and interpreting data and how to use the data to increase student progress. The Academy will contract data specialist and statisticians to conduct the training sessions

### Parent and Community Involvement

1. Describe what you have done to assess parent and community demand for your school.
2. Explain how you will engage parents and community members from the time that the school is approved through opening.
3. Describe the role, to date, of any parents and community members involved in developing the proposed school.
4. Describe how you will engage parents in the life of the school (in addition to any proposed governance roles described in Section 3 below). Explain the plan for building family-school partnerships that strengthen support for learning and encourage parental involvement. Describe any volunteer activities the school will offer to parents. (Charter Schools are public school and may not require parents to volunteer.)
5. Discuss the community resources that will be available to students and parents. Describe any partnerships the school will have with community organizations, businesses, or other educational institutions. Specify the nature, purposes, terms, and scope of services of any such partnerships including any fee-based or in-kind commitments from community organizations or individuals that will enrich student learning opportunities. Include, as **Attachment O.8** existing evidence of support from intended community partners such as letters of intent/commitment, memoranda of understanding, and/or contracts. *Do not provide petitions, meeting sign-in sheets, or other materials that violate the Public Disclosure Policy mentioned previously.*

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. Recently, SA Youth held a community meeting to share our school vision with our community members and parents. Although the turnout from the community meeting was disappointing with only a handful present, community disengagement in the area is reflective in low voter turnout, low school participation, and poor civic engagement. This will be one of the community conditions SA Youth hopes to impact through civic engagement with our student population. The need for dropout recovery programs in San Antonio is striking as we review the District dropout rates in San Antonio. The YouthBuild program recently took a survey from program students. We received positive responses and commitments to attend the Academy when it opens. Upon publicizing our commitment to apply for our Charter School, SA Youth received support from our community's P16 Council which has offered to help with early planning and implementation efforts. The P16 Council is one of the leading organizations looking at dropout recovery and "Opportunity Youth" programs in our city. This Council has committed to helping SA Youth with recruitment, design and development of our Charter School Academy. For more information, please see community engagement section from overview.
2. Before the Academy opening, SA Youth will have informational meetings at our main office and local churches and nonprofit partner agencies to share the rigorous academic plan with the community and details on enrollment offerings. During the school year, the Academy will invite parents and the community by invitation through flyers and letters

home to parents to progress meetings. The Academy plans to hold progress meetings shortly after each trimester's ending. Also, as stated in the governance section, parents will be invited to sit on the Community Task Force—this is an informal input advisory board that will make recommendations to the School Board for improvements.

3. Currently, community members involved in developing the proposed school are board members who have a heart for this population and believe in the mission. These volunteers have seen the success of the YouthBuild program and how it has successfully trained young people for the workforce and has helped gear youth towards college. The volunteers desire to enlarge the vision into a charter school so more young people will have the opportunity to reach their academic and career goals. Further, this community of stewards is concerned about the dropout offerings in our area. With so few programs available to this population, the SA Youth Board believes strongly that it is our agency's civic duty to open an alternative program leading to the high school diploma because so few opportunities currently exist for the large number of youth in our community being failed by the traditional school systems.
4. To engage parents and family in the school, the Academy will have periodic parent support services in the form of Food Bank distributions, financial literacy classes, GED info sessions, and more. These services will be free to the parents and family members of the students enrolled in the program and community members. The YouthBuild philosophy is that students create tight, bonding relationships to support each other through their programs to reach their goals. Students become part of the YouthBuild family, whose motto is "Once a member, always a member" of the YouthBuild family. And, although the YouthBuild program makes an effort to bring parents into the program, many of the youth in the program are parents themselves and so instead bring their significant others and children to our events. We believe this will be true also for the Academy students since the target population will be over-aged students. The Academy, in partnership with YouthBuild staff, will have community work days where students will spend time volunteering in the community. During these opportunities, students will be encouraged to invite their family and friends to join in the volunteer efforts.
5. The Academy's partnership with YouthBuild will expand the community resource base into the industrial areas that the youth will be working in. We anticipate community partnerships will be built in the business industry to allow students to have hands-on experience and training in their field of interest. In our decade long history we have partnered with many contractors that have hired our graduates to work in their business. A current partnership that will be extended into the Academy is that with Ms. Rosemary Kowalski, a businesswoman for over 70 years in the food service industry. Rosemary has successfully operated her catering business in San Antonio with contracts in the Alamo dome, AT&T center and other large entities in San Antonio to have her exclusive business. Recently Rosemary volunteered her services, and her name, to SA Youth YouthBuild to open Rosemary's Kitchen. This is the current culinary program operated by YouthBuild that will be expanded if we are awarded. Rosemary has sent many of her personal chefs and industry friends to serve as guest teachers. Another partnership that will be extended to the Academy is that with John Speegle, a local architect who gives in-kind services to design the homes the youth in the construction pathway build. The Academy students will benefit from these partnerships as they will be receiving instruction from experts in their field.

## Start-Up & Ongoing Operations

1. Provide, as **Attachment O.9**, a detailed start-up plan for the school, specifying tasks, timelines, and responsible individuals. This plan should align with the start-up budget in the Financial Plan Workbook.
2. Explain the school's plan to provide transportation services for students with IEPs mandating transportation. In addition to daily transportation needs, describe how the school plans to meet transportation needs for field trips and athletic events.
3. Provide the school plan for the safety and security for students, the facility, and property. Explain the types of security personnel, technology, equipment, and policies that the school will employ.

**NOTE: TEC §12.109 An open-enrollment charter school shall provide transportation to each student attending the school to the same extent a school district is required by law to provide transportation to district students.**

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. Start Up Operation plan: Attachment O.9.
2. The Academy will contract with VIA to provide transportation services for student with IEP's. SA Youth owns a fleet of school buses and 15-passenger vans that will be utilized for field trips and other events sponsored by the Academy.
3. The Academy will follow all state and city guidelines ensuring safety for our student, staff and property. The building will be certified with a Certificate of Occupancy, safety drills will be run periodically as specified by fire inspectors and code compliance (exit signs, etc.). The building will have an alarm system. The Academy will not employ security personnel, however, have direct access to 911 for any emergency that may arise. Students and staff will be provided with a name badge that will give them access to the campus and will be needed to open the school doors externally. Students and staff will be required to wear their badges at all times. Exterior school doors will be kept locked but internally student/staff will have the capacity to push doors open for easy exits.

## Operational Staff Capacity

1. Identify the key members of the school's operational leadership team. Identify only individuals who will play a substantial and ongoing role in school development, governance, operations. and/or management, and will thus share responsibility for the school's operational success. These may include current or proposed governing board members, the school leadership/management team, and any essential partners. Describe the team's individual and collective qualifications for implementing the Operations Plan successfully, including capacity in areas such as the following:
  - a. Staffing;
  - b. Parent and community engagement;
  - c. Professional development;
  - d. Performance management;
  - e. PEIMS management; and
  - f. General operations.
2. Identify the superintendent and explain why this individual is well-qualified to lead the proposed charter school in achieving its mission. Summarize the proposed leader's academic and organizational leadership record. Provide specific evidence that demonstrates capacity to design,



launch, and manage a high-performing charter school. If the proposed leader has never run a school, describe any leadership training programs that (s)he has completed or is currently participating in. Discuss the evidence of the leader’s ability to effectively serve the anticipated population. Also provide, as **Attachment O.10**, the qualifications, resume/curriculum vitae, and professional biography for this individual.

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

**1 Key Operational Leadership Team**

	<b>Cynthia Le Monds (CEO/Superintendent)</b>	<b>Principal</b>	<b>Instructional Director</b>	<b>Finance Director</b>
<b>Staffing</b>	Has 20+ years managing staff at the executive level	Required qualification	Required qualification	Preferred qualification
<b>Parent and community engagement</b>	Has facilitated parent and community meetings for 20+ years	Required qualification	Required qualification	Preferred qualification
<b>Professional development</b>	Has taught leadership classes for numerous nonprofit organizations; Has a nonprofit management and leadership certification from UTSA; has taught Nonprofit management and leadership courses for St. Mary’s University.	Required qualification	Required qualification	Required qualification
<b>Performance management</b>	Has 20+ years of experience in performance management for various nonprofit organizations. Has managed and provided oversight for 35+ various federal and state awards.	Required qualification	Required qualification	Required qualification
<b>PEIMS management</b>	Has overseen three 21 <sup>st</sup> Century grants using PEIMS data and using TX21st and TEASE reporting.	Required qualification	Required qualification	Required qualification
<b>General Operations</b>	Successfully grew operations from 1	Required qualification	Required qualification	Required qualification

	youth center to 18 youth centers			
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3. The superintendent of the Academy will be Cynthia Le Monds. Ms. Le Monds is well qualified to lead the Academy in achieving its mission to help young people who have dropped out of school earn a high school diploma. Ms. Le Monds has been the CEO of SA Youth for 19 years and has taken the agency from a 1 center program to 18 out-of-school time youth centers and a partnership/affiliation with the nationally recognized YouthBuild USA, one of the dropout recovery specialist in America. Cynthia has spent her career looking out for the good of those that are often times overlooked or forgotten. Her dedication and passion for the at-risk population is profound and genuine. Cynthia has taught for St. Mary's University and has taken on a leadership role with numerous educational initiatives in our city, including the creation of Literacy San Antonio and Excel Beyond the Bell SA. She has served on committees for SA2020, our city's vision for the future, and she has been involved with the Mayor's education task force. She has served on numerous scholarship committees, and she is often sought out to teach various classes on data, outcomes and tracking for school-age programs. Cynthia has delivered training sessions for various educational conferences, and she has received numerous awards including the 40 under 40 award from the SA Business Journal, the Fast Track Award, and a BPW women's leadership award. Cynthia was recently asked to give the commencement address for St. Mary's University this May.

Cynthia's skills as the leader of the organization extends beyond that of SA Youth. Cynthia partnered with local community members to create a nonprofit organization called Excel Beyond the Bell, where she served as Chairman for three years and created a network of agencies working towards the same vision in San Antonio. In addition, Cynthia helped create a program in the city called SA Reads that focuses on bringing children to third grade reading level and getting books in the hands of children throughout our community. Her capacity to design, launch and manage programs is also evident in her fundraising abilities. Taking the agency from an \$80,000 struggling nonprofit to a \$7 million dollar agency in the past 15 years.

**WHEN YOU HAVE FINISHED, LEAVE THE REMAINDER OF THIS PAGE BLANK.**

## **Section Three - Governance Plan**

### **Legal Status and Governing Documents**

1. Describe the sponsoring entity's legal status, including the type of entity and corporate qualifications, if applicable. Submit any governing documents beyond those provided with the Eligibility Documentation which are already adopted, such as board policies, in **Attachment G.1**.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

SA Youth was recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 1986. SA Youth is a non-profit corporation established for the purpose of developing the character, strengths, talents and skills of young people in our community to help them reach their full potential for life-long success. SA Youth currently operates as a drop-out prevention and drop-out recovery program.

### **Organization Charts**

Submit, as **Attachment G.2**, organization charts that show the school governance, management, and staffing structure in: a) year one and b) at capacity. The organization charts should clearly delineate the roles and responsibilities of – and lines of authority and reporting among – the governing board, staff, any related bodies (such as advisory bodies or parent/teacher councils), and any external organizations that will play a role in managing the school. The organization charts should also document clear lines of authority and reporting within the school.

### **Governing Board**

1. Describe the governance structure of the proposed school, including the primary roles of the governing board and how it will interact with the principal/head of school and any advisory bodies.
2. Describe the size, current and desired composition, powers, and duties of the governing board. Identify key skills, areas of expertise, and constituencies that will be represented on the governing board.
3. Explain how this governance structure and composition will help ensure that:
  - a. the school will be an educational success and that annual school and student performance will be reported to students, parents, and the community;
  - b. the school will be an operational success, including complying with all required reporting, including attendance, PEIMS, governance, and grant reporting;
  - c. the board will evaluate the success of the school and school leader; and
  - d. there will be active and effective representation of key stakeholders.
4. If the current applicant team does not include the initial governing board, explain how and when the transition to the governing board will take place.
5. If this application is being submitted by an existing non-profit organization whose sole purpose is not the oversight of the charter school, respond to the following:
  - a. Will the existing non-profit's board govern the new school/campuses, or has the school formed a new non-profit corporation governed by a separate board?
  - b. If the non-profit's current board will govern the charter school/campuses, what steps have been taken to transform its board membership, mission, and bylaws to assume its new duties? Describe the plan and timeline for completing the transition and orienting the board to its new duties.
  - c. If a new board has been formed, describe what, if anything, its ongoing relationship to the existing non-profit's board will be.

6. Explain the procedure by which board members have been and will be selected. How often will the board meet? Discuss the plans for any committee structure.
7. Describe the board’s ethical standards and procedures for identifying and addressing conflicts of interest. Provide, as **Attachment G.3**, the board’s proposed Code of Ethics and Conflict of Interest policy. Identify any existing relationships that could pose actual or perceived conflicts if the application is approved; discuss specific steps that the board will take to avoid any actual conflicts and to mitigate perceived conflicts.
8. Describe plans for increasing the capacity of the governing board. How will the board expand and develop over time? How will vacancies be filled? What are the priorities for recruitment of additional board members? What is the plan for training and development (should include a timetable, specific topics to be addressed, requirements for participation, and demonstrated compliance with TAC §100.1021.).
9. If the sponsoring entity is an out-of-state organization, state whether or not a majority of the members of the governing body of the sponsoring entity reside within 50 miles of the proposed charter school’s designated geographic boundary (as provided above in Attachment A – Geographic Boundary).
10. Describe how a majority of the members of the governing body of an open-enrollment charter school or the governing body of a charter holder meet the requirements of a qualified voter. (TEC§12.1202)
11. Discuss any litigation in which the sponsoring entity has been involved.
12. Disclose whether the sponsoring entity has been sanctioned by any state regulatory agency.

**NOTE: Family members who are related within the third degree of consanguinity or third degree of affinity are prohibited from serving together on a charter holder or charter school board. In addition, no family member within the third degree of consanguinity or third degree of affinity of any charter holder board member, charter school board member, or school officer shall receive compensation in any form from the charter school, the charter holder, or any management company that operates the charter school unless exempted by TEC §12.1054 (a)(1).**

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

1. The governance structure of the SA Youth YouthBuild Academy will be comprised of a governing board—namely, the current SA Youth Board of Directors, a School Board, that will be created at time of award and a community task force created as an advisory input board and made up of parents, students, staff and community members. The SA Youth Board of Directors (*hereafter referred as the Governing Board*) is currently sharing the vision and mission of the Academy with prospective school board members.

The primary roles and responsibilities of the Governing Board regarding the Academy are to:

- Promote the vision and mission of the Academy
- Strategically plan for the school’s future
- Adopt appropriate legal documents
- Track legislative issues that affect charter schools
- Monitor the effectiveness of the program
- Provide financial oversight
- Secure adequate resources
- Network in the community
- Delegate to committees

In addition, SA Youth will adopt some key elements identified by The Center for School Change

at the University of Minnesota. The key elements were identified as best practices for successful governance and will be used by the Governing Board as well as the SA Youth YouthBuild Academy School Board (*hereafter referred to as School Board*):

- Adopt a structure that stays true to the school's mission, goals, and objectives.
- Use some form of shared decision-making.
- Create committees to address specific issues such as curriculum and staff development.
- Document which decisions are made by whom (school leader, committee).
- Involve a variety of people in the school board or in committees/councils.
- Use board training seminars, conferences and/or retreats.
- Select school board members who share the school's mission statement.
- Focus on generating a vision and plan for school improvement.
- Have a relatively simple organization without multiple levels of bureaucracy.
- Be flexible to adapt to changing situations.
- Consider the students' needs at all times.

The Governing Board will maintain a strong and supportive relationship with the administrator and will oversee the School Board. The CEO/Superintendent will oversee the administrator on a day-to-day basis.

The School Board is the secondary governing board. The School Board will not supersede the decisions of the Governing Board.

Below is a chart of the governing bodies' structure, duties, etc. (after award and bylaw change).

	<b>SA Youth Board of Directors (Governing Board)</b>	<b>SA Youth YouthBuild Academy School Board</b>	<b>SA Youth YouthBuild Academy Community Task Force (Advisory Board)</b>
<b># Members</b>	24 or less	7-12	11 or less
<b>Quorum</b>	Majority (51%)	Majority (51%)	Not applicable
<b>Members</b>	Business Community	SA Youth Board Members Community Educators Business Community Members Principal	Instructional Director YouthBuild Director SA YouthBuild Academy staff SA YouthBuild staff Community members Academy Parents Academy Students
<b>Meetings</b>	Quarterly	Monthly	Quarterly

<p><b>Duties vis-à-vis the Academy</b></p>	<ul style="list-style-type: none"> <li>-Promote the vision and mission of the Academy</li> <li>-Exercise final authority to: <ul style="list-style-type: none"> <li>----hear or decide employee grievances, citizen complaints, or parental concerns;</li> <li>----adopt or amend the budget of the charter holder or the charter school, or to authorize the expenditure or obligation of state funds or the use of public property;</li> <li>----direct the disposition or safekeeping of public records, except that the governing body may delegate this function to any person, subject to the governing body’s superior right of immediate access to, control over, and possession of such records;</li> <li>----adopt policies governing charter school operations;</li> <li>----approve operation;</li> <li>----approve audit reports under TEC.008(D); and</li> <li>----select, employ, direct, evaluate, renew, non-renew, terminate or set compensation for a chief executive officer.</li> </ul> </li> <li>-Strategically plan for the school’s future</li> <li>-Adopt appropriate legal documents</li> <li>-Adopt rules/bylaws necessary to carry out the management of the Academy</li> <li>-Track legislative issues that affect charter schools</li> </ul>	<ul style="list-style-type: none"> <li>-Promote the vision and mission of the Academy</li> <li>-Provide input into the strategic planning and goal setting and timelines of the Academy’s: <ul style="list-style-type: none"> <li>--Operations</li> <li>--Finances</li> <li>--Education</li> <li>--Facilities</li> <li>--Marketing</li> <li>--Development</li> </ul> </li> <li>-Monitor the effectiveness of the program and make recommendations to the Governing Board (areas above)</li> <li>-Evaluate effectiveness of the program and make recommendations to the Governing Board (areas above)</li> <li>-Participate in the hiring and evaluation of academy administrator (principal)</li> <li>-Provide leadership to the administrator (principal)</li> <li>-Make recommendations to the board</li> <li>-undertake duties assigned by the SA Youth Board of Directors to the extent duties are delegable under state law</li> </ul>	<ul style="list-style-type: none"> <li>-Promote the vision and mission of the Academy</li> <li>-Promote the discussion of a shared vision of the educational needs of the students</li> <li>-Develop between community members, parents, students and Academy personnel united efforts to provide for the students’ best interest</li> <li>-Provide information to parents and solicit information on educational issues</li> <li>-Make recommendations to the School Board</li> </ul>
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	-Monitor the effectiveness of the program (academic and operational) -Provide financial oversight -Secure adequate resources -Network in the community -Delegate to School Board		
<b>State Required Training</b>	YES	YES	NO
<b>Open Meeting</b>	YES	YES	No, provided that a quorum of school board or governing board isn't participating.

2. The Governing Board currently consists of 17 members and may have up to 24 members. Specifics of the Governing Board are listed below:

<b>SA Youth Board of Directors (Governing Board)</b>	
<b>Size</b>	Up to 24 members
<b>Composition</b>	The Governing Board is composed of five officers and up to 19 members. Officers include one Chairman, two Vice Chairs, a treasurer and a secretary. Every board member is required to serve on a board committee. The committees are: Executive, Finance, Policies, Nominations, Fundraising, Campaign, and Programs. The Executive and Finance Committees meet every month.
<b>Powers/Duties</b>	The Governing Board will retain duties that it may not delegate under 19 TAC 100.1033(c)(7). <b>The Governing Board will revise policies to comply with all state requirements set forth by the commissioner's rules set forth for open enrollment charter schools.</b>
<b>Key skills</b>	Financial, Real Estate, Fundraising, Public Relations/Marketing, Human Resources, Legal expertise, Education, and previous governance experience are key skills of the Governance Board
<b>Areas of expertise</b>	Strategic Planning, Leadership, Fundraising, Accounting/Finance, Facilities, PR/Marketing, Program/Project Operations, and Education expertise
<b>Represented Constituencies</b>	Community Business Members: Banking, Marketing, Legal, TV, and Real Estate Educators: Post – Secondary



3. The Governing Board will ensure educational success by providing guidance to the School Board through policy development that promotes high standards of educational attainment, provides for a program of quality instruction making sure that the school provides students with special educational needs, ensures the team is familiar with the regulations and provides for a strong relationship and communication between the administrator and with the community served. The performance of the students will be monitored periodically and written reports will sent home to parents. Staff, School Board members and Governing Board members will attend state required training.

The Governing Board will ensure operational success by making certain that the Academy is complying with required reporting, governance and grant reporting, strategic oversight of the finances, development/fundraising and planning the future direction of the school.

The board will evaluate the success of the school and the administrator by tools adopted from the National Charter School Resource Center.

The principal evaluation process:

1. Establish a clear set of expectations and goals for the assessments.
  - a. Establish what will be assessed
  - b. Establish who will help provide feedback
  - c. Establish how the findings of the assessments or evaluations will be used
  - d. Establish the frequency with which assessments will occur.
2. Use assessments that are valid and reliable and that help inform principal professional development needs.
3. Link assessments to research-based standards,
4. Use multiple forms of assessment, and vary the types of data collected to obtain a holistic view of principal performance.

Summarized oversight chart:

Category	Instrument	Frequency
Academic (Educational) Proficiency	<b>TEKS assessments</b> <b>Student Portfolios</b> <b>Graduation Rates</b> <b>Certification Rates</b>	<b>1 time per year</b> <b>1 time per year</b> <b>1 time per year</b> <b>1 time per year</b>
Operational Proficiency	<b>Student enrollment rates</b> <b>Student ADA report</b> <b>PEIMS</b> <b>Staff retention rates</b> <b>Family satisfaction</b>	<b>Monthly</b> <b>Monthly</b>  <b>1 time per year</b> <b>1 time per year</b>

	<b>Culture audits</b> <b>Grant report review</b>	<b>4 times per year</b> <b>1 time per year</b>
Administrator Proficiency (principal)	<b>Job evaluation (50% school performance, 50% job performance to include: finance, school culture, staff supervision and ability to communicate with board regarding successes and challenges of school.</b>	<b>90 days after hire</b> <b>1 time per year thereafter</b>
Key stakeholder representation	<b>School Board member review</b>	<b>2 times per year</b>

4. The applicant team, SA Youth, includes the Governing Board.
5. The existing SA Youth Board of Directors will govern the Academy and will NOT form a new non-profit corporation. However, on notification of the award, the Governing Board will immediately follow through on the creation of a sub-committee called the SA Youth YouthBuild School Board. Interviews, selections and orientation of the School Board members will be conducted for the School Board to be in place by January, 2015. The *Nominating Committee* of the Governing Board is currently sharing the vision and mission of the Academy with potential School Board members. The existing *Executive and Policies Committees* of the Governing Board are reviewing the by-laws and drafting new by-laws to conform to State Charter School regulations, including the changing of a quorum to reflect a majority or 51% member vote and moving to an open meeting forum. A final draft of the bylaws will go to the entire board for a vote at the meeting directly following award notification. The SA Youth Board of Directors is the primary governing board. The School Board is the secondary governing board. The School Board decisions will not supersede those of the governing body of the charter holder, the SA Youth Board of Directors (aka Governing Board).
6. The *Nominating Committee* of the Governing Body recruit, interview and select perspective board members for the governing board, then present the nominees case to the board for a vote. The proposed board member meets for a face-to-face interview with the Executive and Nominating committee, visits the organization during operating hours to observe the operations, the committee then approves or rejects the nominee at this time or takes to the full board for review and vote. At the subsequent meeting of the Governing Board, the *Nominating Committee* Chair presents the nominee's case, opens the floor for discussion, a vote is taken and a decision is made to accept or reject

the proposed board member(s). This procedure will be used to create the sub-committee named the School Board.

Currently, SA Youth by-laws, Section 4.01, states that a regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the second Monday of July at the SA Youth office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the second Monday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Executive Director shall meet on a monthly basis, the second Monday of each month, including the regular quarterly meetings. The *Executive Committee* and *Policies Committee* are currently reviewing the SA Youth Bylaws, State law and TEA regulations to ensure the bylaws are updated to reflect alignment with all legal obligations. If awarded, the Governing Body will consider changing the by-laws to reflect monthly or bi-monthly meetings to better meet the needs of the Academy as well as to meet other state and TEA regulations. .

SA Youth will adopt the chart below as a frame of reference for potential *School Board* committees. (Adapted from *SmartStart Guide™ Charter Schools Board Governance, First Edition*. December 2003).

Committee	Key Responsibilities
Executive Committee	Facilitates effective decision-making by all school board
Finance Committee	Coordinates the board's financial oversight responsibilities.
Personnel Committee	Evaluates the school leader and oversees employee grievance procedures.
School Board Development Committee	Recruits new school board members and oversees ongoing training of existing board members.
Resource Development Committee	Plans and implements the school's fundraising programs.
Facilities Committee	Assesses the charter school's short and long-term facilities needs and presents a long range facility plan to the board.
Strategic Planning Committee	Develops a 3-5 year blueprint for the school's future in partnership with the Governing Board

- SA Youth's procedures regarding conflict of interest protects SA Youth's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the organization or might result in a possible excess benefit transaction. The policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations. The Board also recognizes that the school is a public entity and, as such, is subject to Open Meetings and Open Records laws.

8. To increase the capacity of the Governing Board, SA Youth will focus board trainings on board development, leadership development and succession planning as well as reviewing of charter school regulations/guidelines/policies, etc. The board will expand and develop as it assesses the needs and growth of the Academy—with a focus on recruiting educational specialist. The Nominating Committee will oversee recruitment of new members.

**SA Youth and SA Youth Advisory Board Training and Development Plan for 2015**

Date*	Duration	Training Topic	Required Participant	TAC 100.1102
Jan., 2015	3 hours	<ul style="list-style-type: none"> <li>• 2.5 hours of instruction in basic school law</li> <li>• .5 hours health and safety</li> </ul>	Administrator, Board member and officers	100.1102(d) (1) and 100.1102(d)3
April 2015	3 hours	<ul style="list-style-type: none"> <li>• 2 hours instruction accountability requirements related to the use of public funds</li> <li>• 1 hour of instruction in basic school finance</li> </ul>	Administrator, Board member and officers	100.1102(d) (4) and 100.1102(d) (2)
July 2015	3 hours	<ul style="list-style-type: none"> <li>• 1 hour of instruction in other requirements relating to accountability to the public</li> <li>• 1 hour of instruction in open meetings requirements under Government Code, Chapter 551</li> <li>• 1 hour of instruction in requirements relating to public records, with special emphasis on the Public Information Act, and the Records Retention Act</li> </ul>	Administrator, Board member and officers	100.1102(d)(5), 100.1102(d)(6), 100.1102 (d)(7)

October 2015	3 hours	<ul style="list-style-type: none"> <li>• School Law</li> <li>• Financial Accountability</li> <li>• Open Meeting Law</li> </ul>	Administrator, Board member and officers	100.1102(d) (remaining 3 hours)
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**\*quarterly training are ongoing for future calendar years.**

Additional trainings in the areas of Board Leadership, Board Unity, and Goal Setting applicable to charter schools will be scheduled as needed to ensure a knowledgeable, competent board and will be conducted by experts in the field. SA Youth will use the TEA List of approved School Board Member Training Providers.

**Filling Board Vacancies (exert from bylaws Section 4.01)**

Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a simple majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a simple majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee’s name will be presented to the Board for a vote at the next regularly scheduled meeting.

Priorities for the recruitment of additional board members include individuals of varied backgrounds with experience in the financial arena, legal skills, fundraisers, marketing skills, and education experts as well as people of diverse ethnical backgrounds.

SA Youth will adopt the Create the Future ([www.createthefuture.com](http://www.createthefuture.com)) list of following strategies for board recruitment:

The new nonprofit board leaders have the following eight qualities:

- They are visionary and future focused, spending most of their decision-making time looking forward.
- They possess an entrepreneurial spirit, understanding that their organizations operate in a fast changing marketplace seeking products and services to meet emerging customer needs.
- The new board leaders are risk takers, balancing the need to take chances with the traditional stewardship responsibilities of board service.
- They are good communicators, understanding the importance of effective communication at all levels and they organize the board and its committees accordingly.
- They are systems thinkers seeking to understand the root causes and forces that shape the issues and challenges they will face in the boardroom. They look for courses of action that will exert the highest possible leverage as they respond to those issues.
- In the new board, leaders also look for creative ways to connect their organizations to the world around them, exploring and imagining new forms of partnership and alliances

that will support their mission and advance in their strategic plan.

- The new board's leaders also have a deep appreciation of the strength of diversity, understanding that diversity helps to ensure greater responsiveness to customers and promotes creativity, innovation and organizational learning.
- They are committed to building a learning organization. Organizational effectiveness drives program excellence. When nonprofit excellence is nurtured at the highest level by the Board, Academic programs will be strengthened as well. Our Board is committed to enhancing systems, practices and structures.

9. Not applicable. SA Youth is not an out-of-state organization.

10. Election Code 1.020, 141.001(a) list the “qualified voter” requirements as:

- (1) is 18 years old or older;
- (2) is a United States citizen;
- (3) has not been determined by a final judgment of a court exercising probate

jurisdiction to be:

- (A) totally mentally incapacitated; or
- (B) partially mentally incapacitated without the right to vote;
- (4) has not been finally convicted of a felony or, if so convicted, has:
  - (A) fully discharged the person's sentence, including any term of incarceration, parole, or supervision, or completed a period of probation ordered by any court; or
  - (B) been pardoned or otherwise released from the resulting disability to vote;
- (5) is a resident of this state; and
- (6) is a registered voter

SA Youth will ask “Are you a qualified voter?” on the volunteer board member application.

11. SA Youth has not been involved in any litigation.

12. SA Youth has not been sanctioned by any state regulatory agency.

### Advisory Bodies

1. Describe any advisory bodies or councils to be formed, including the roles and duties of each body. Describe the planned composition of each advisory body; the strategy for achieving that composition; the role of parents, students, and teachers (as applicable); and the reporting structure as it relates to the school’s governing body and leadership.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. An SA Youth YouthBuild Community Task Force Advisory Board (CTF) will be formed to bring

stakeholders together to discuss and identify potential areas for improvement and to enhance the quality of the Academy. The CTF members will be made up of community members, SA YouthBuild staff, the SA YouthBuild Director, the Academy Instructional Director, Academy staff, parents, and at least 2 enrolled students. The main goal is to work together to help strengthen and improve the Academy with a commitment to excellence, equity and community. The group will consist of 7-11 members. The STF's chair will share the task force's interest, concerns, and recommendation with the administrator who will take the information to the School Board. After discussion and decisions, the Administrator will respond to the task force in writing for dissemination of the information at the next scheduled CTF meeting.

### Grievance Process

1. Explain the process that the school will follow should a parent, student, or employee have an objection to a governing board policy or decision, administrative procedure, or practice at the school and the method used to communicate the grievance policy to said individuals.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

The following is SA Youth's current policies that include procedures for resolving staff, student and customer (parent) grievances.

**NOTE: SA YOUTH WILL REVISE POLICIES TO COMPLY WITH COMMISSIONER RULINGS REGARDING GRIVANCES SET FORTH IN 19TAC(C)(7).**

Proceedings should be timely— a formal grievance must be reported within 90 days from the date of the original incident. Any informal grievance initiated within 90 days may be escalated as a formal grievance within a 6-month period.

In deciding remedies for complaints, SA Youth will define a complaint or grievance as informal or formal:

1. **INFORMAL GRIEVANCE:** The employee, volunteer or customer attempts to resolve the complaint as close to the source as possible with an informal conference (within 90 days from the original occurrence of incident). The informal grievance shall be documented by the manager or director involved in the hearing of the informal grievance or complaint. If the matter is not resolved, the matter escalates to a Level One Formal Grievance.
2. **LEVEL ONE FORMAL GRIEVANCE:** This grievance must be in writing, signed by the employee, volunteer or customer, and presented to the employee or volunteer's Immediate Supervisor and the program customer's immediate Unit Manager (center coordinator or director) (within 90 days from the original occurrence of incident, or within 6 months of initiating an informal grievance). The complaining party includes the substance of the grievance and states the remedy sought. Discussion should be held between complaining party and any other relevant party. This level should not exceed one week. If the grievance is against the Immediate Supervisor, the Immediate Supervisor will still have the opportunity to review the grievance. If the Immediate Supervisor is the Program Director, the complaining party will proceed to LEVEL TWO FORMAL GRIEVANCE. Or, if the matter is not resolved,
- 3) **LEVEL TWO FORMAL GRIEVANCE:** 1) Complaint made verbally or in writing; 2) Complaint filed with Program Director; 3) Program Director must acknowledge complaint to the customer



or person issuing complaint within 48 hours; 4) Depending on the nature of the complaint, Program Director must file a formal "Grievance Report" and shall issue a copy to COO and Quality Assurance Specialist within a 48 hour period; 5) Within 5 business days, Program Director will make personal contact with the person making complaint to gather information and facts, and will inform the individual of the next steps that will take place along with communicating a timeline for resolution; 6) Program Director will interview all parties to the complaint within 10 business days; 7) Within five business days following investigation period (within 19 days since original complaint), Program Director will provide resolution for the complaining party and will meet with the complaining party to review the resolution; 8) If acceptable, complaint is resolved. If not acceptable, the complaint then escalates to the COO, as a Level Three Formal Grievance.

4) LEVEL THREE FORMAL GRIEVANCE: COO reviews grievance matter and all proceedings prior to escalating to Level Three. COO has five days to review the complaint and determine whether the Program Director's response was appropriate or inappropriate. If inappropriate, the COO shall speak with the complaining party personally and shall ask for the recommended remedy the complaining party seeks. The COO shall outline an acceptable remedy and next steps for the complaining party within five business days and shall present the plan of action to the complaining party. If acceptable, complaint is resolved. If not acceptable, COO will escalate complaint to a LEVEL FOUR Grievance Hearing, which shall take place within 10 business days following the last action (within 34 business days from original complaint).

5) LEVEL FOUR GRIEVANCE HEARING: A Level Four Grievance Hearing follows an unsuccessful resolution at Level Three with the COO and shall take place within 10 business days following the conclusion of Level Three. The Level Four Grievance Hearing shall include the party to the complaint and the Program Director who will both have 30 minutes to present facts regarding the situation and the proceedings shall be recorded and made available to any party to the complaint. As the second highest officer at SA Youth, and the highest ranking program official, the COO shall serve as hearing officer. The COO will make a written determination after hearing all issues regarding the complaint. If findings are acceptable to the complaining party, complaint is resolved. If not acceptable, the CEO reviews the matter including all written and recorded materials within 10 business days and makes a determination concerning the complaint during a Level Five Final Grievance Review.

6) LEVEL FIVE FINAL GRIEVANCE REVIEW: The Level Five Final Grievance Review is a final determination of a complaint or grievance made by a customer, employee or volunteer. The CEO reviews the grievance proceedings including all written and recorded materials within 10 business days and makes a determination regarding the complaint or grievance before the 10 days have concluded. The CEO may seek counsel on the matter including legal or program counsel. If the complaint involves loss of wages, loss of job, loss of program service participation, or loss of property or damage to a person, then the complaint will be handled as a potential legal matter that should involve legal counsel if it has escalated to the CEO's office.

Upon advice of counsel in such matters, the CEO will issue a written determination which shall be SA Youth's official and final response to the matter. If the complaint does not involve a potential legal matter, the CEO may seek advice of other non-legal counsel, and shall make a final determination within the 10 business days allotted. In either case, the CEO's response shall include a summary of the complaint, history of steps taken to resolve the complaint, including

potential compromises and remedies offered, any new remedies offered, and SA Youth's final determination and offer to resolve the matter. The findings and determinations given by the CEO's office shall be the final determination on the complaint.

Regarding employee complaints, it is relevant to note that the CEO will generally take up matters involving an employee's status only. These are general matters that involve a change in position, salary, and significant reduction in hours or employment. The CEO will decide if the matter will be reviewed and will communicate the decision regarding the matter to the employee(s) involved with confidentiality safeguarded. The CEO will provide a decision or recommendation in writing to an employee. For demotions or terminations only, the employee may appeal to the CEO in writing. Other matters regarding personnel issues (changes in schedules, hours, title change, write ups, suspensions) will not be considered. The CEO will only consider requests in writing and will not consider impromptu or unscheduled reviews. The CEO's decision is final.

**WHEN YOU HAVE FINISHED, LEAVE THE REMAINDER OF THIS PAGE BLANK.**

## Section Four – Financial and Business Plan

### Facilities

1. Describe the process for identifying and securing a facility, including any brokers or consultants you are employing to navigate the real estate market, plans for building or renovations, timelines, and financing.
2. If you currently hold a facility or have an MOU or other proof of intent to secure a specific facility, please provide proof of the commitment as **Attachment F.1**. Briefly describe the facility including location, size, and amenities. You may also include in **Attachment F.1**, up to 10 pages of supporting documents providing details about the facility. Charter school facilities must comply with applicable local health and safety requirements and must be prepared to follow applicable city planning review procedures. Describe the basic facilities requirements for accommodating your school plan, including anticipated number of classrooms, square footage per classroom, common areas, overall square footage, and amenities.
3. Explain your anticipated specialty classroom needs, including the number of each type and the number of students to be accommodated at one time. Specialty needs may include, but are not limited to, the following: science labs, art room (describe amenities such as kiln), computer labs, library/media center, performance/dance room, auditorium, and other (list).
4. Explain your anticipated administrative/support space needs, including anticipated number of each: main office, satellite office, work room/copy room, supply/storage spaces, teacher work rooms, or other (list).
5. Describe facility elements essential to fulfillment of the core athletic program gymnasium, locker rooms, weight rooms, field(s) (football, soccer, multipurpose), baseball/softball field, or other (please list).
6. Identify any other significant facilities needs not already specified, including such as playgrounds, large common space for assemblies and other large group meetings, or other special considerations (identify and explain).
7. Does the applicant have a specific desired location(s)?  Yes  No  
If yes and the applicant has a specific facility under consideration, identify past or current usage and/or neighborhood (you may add rows to the table as needed).  
Desired Location(s): 3031 West IH 10--recently used as a Bexar County mental health facility

**NOTE: Prior to opening and serving students, all charter holders must provide the TEA with the Certificate of Occupancy with an E rating for their facility. The certificate must be issued by the appropriate local authority.**

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. SA Youth recently secured a 61,000 square foot facility that will house both SA Youth staff and the SA Youth YouthBuild Academy. An allocation of 13,000 square feet, on the first floor, will be devoted to the Academy. SA Youth was already in the process of relocating offices with the Academy in mind. SA Youth will also sub-lease other space to partnering non-profit organizations.
2. The building is located at 3031 West Interstate 10. This facility will be renovated to meet the needs of the Academy as well as SA Youth. The facility is conveniently located on Interstate 10 West—just 10 minutes from downtown San Antonio. Interstate 10 gives students easy access to the campus and is located on a bus route. The facility allows for a wing of the building to be allocated specifically for the Academy that will include five classrooms, computer labs, office space, a fitness center and locker rooms, a

cafeteria and training centers for the endorsement tracks. Classrooms will be set up with computers and will have 63 square feet of space each.

3. The Specialty classroom spaces are the student fitness center, training classrooms, a computer Lab and conference room. The training classrooms will be used for electives and YouthBuild endorsement and certification classes. These classrooms will accommodate 22-26 students. The fitness center is approximately 200 square feet not including the men's and women's locker rooms with showers. In addition, the Academy will have a Help Room where food and clothing will be stored and made available to students in need.
4. SAY-YBA will have one main school office (registrar's office), one work room/copy room, a teacher lounge/lunch room and one counseling office, principal office, instructional director's office and finance director. Each classroom and office will have storage capacity by means of medal cabinets that can be secured. Additional offices (one of each) will be occupied by the Academy support staff (PEIMS coordinator, enrollment coordinator) and a nurse office and station.
5. SAY-YBA students will have a Fitness center where the youth will have access to weights and fitness equipment as well as locker rooms. This space is around 900 square feet.
6. No additional facility needs will be necessary. The large dining hall space will seat 500 and has a stage that is conducive for large community meetings or student exhibits.

### Financial Plan

1. Describe the systems, policies, and processes the school will use for financial planning, accounting, purchasing, and payroll, including a description of how it will establish and maintain strong internal controls and ensure compliance with Generally Accepted Accounting Principles (GAAP) and all financial reporting requirements.
2. Describe the roles and responsibilities of the school's administration and governing board for school finances and distinguish between each.
3. Describe the school's plans and procedures for conducting an annual audit of the financial and administrative operations of the school.
4. Describe how the school will ensure financial transparency to the TEA and the public, including its plans for public adoption of its budget and public dissemination of its annual audit and annual financial report on its website.
5. Describe any business services to be outsourced, such as payroll and auditing services, including the anticipated costs and criteria for selecting such services.

**TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.**

1. The systems, policies and procedures used for financial planning, accounting, purchasing, payroll, and internal controls are stated in the SA Youth finance policies manual:

#### FUNDS MANAGEMENT

- Funds contributed for a specific purpose or function (Restricted Funds) must be used according to the donor's wishes and classified as such.
- Disbursements of Restricted Funds are verified by the CEO to ensure the expense meets the conditions of the restriction.
- Restricted Funds may not be borrowed from.

- Deposits of contributed funds must be made on a semi-monthly basis.
- All contributions of cash, in-kind or other must be afforded a contributor's receipt – a copy of which will be maintained in the accounting files.
- All in-kind goods/services will be assessed by the donor, not by staff. Staff is prohibited from assessing the value of a donation made.
- All in-kind goods/services received must be documented on the Excel log and in Quickbooks as revenue with the appropriate offsetting expense.
- Accounts must be monitored on a quarterly basis for unexpended funds. Unexpended funds must be returned to the awarding party, if necessary.

#### PROCUREMENT PROCEDURES

SA Youth requires three (3) bids on purchases or contracts of \$2,500 or more. Board approval is required for purchases or contracts of \$10,000 or more. When evaluating the bids, the best bid meeting agency and/or funding source guidelines is selected. A vendor may be designated a preferred vendor for a one year period if the vendor continues to provide the products or services at the originally quoted price-range or at a discount. After the one year period, three (3) bids must be secured again.

If a single vendor is uniquely qualified to meet the procurement objective, that vendor may be named a Sole Source and therefore the process should be exempt from the competitive bid process. To be considered a Sole Source, one of the following conditions must be met:

The actual product or service needed is the only one that will meet the agency's needs and it can only be purchased from one source (manufacturer or distributor).

The product or service must match or be compatible with current equipment or services.

Product needed is specifically required for use in conjunction with grant or contract.

Service needed is controlled or mandated by the local utility or government.

Contract is for professional or artistic services.

Order is being placed against an existing contract or agreement.

Re-order is based on previous bids or analysis (within one year).

An unusual or compelling urgency exists.

The final decision on naming a vendor Sole Source lies with the Chief Executive Officer.

SA Youth recruits potential subcontractors by making announcements on the United Way Bexar necessities portal as well as at the campuses where services are provided. In addition, we publicize contractor opportunities at colleges and universities and on Craig's List. Qualified contractors are asked to put in an application with SA Youth, after which they are screened, interviewed and selected depending on qualifications. Contractors must comply with the guidelines of the grant or contract as specified in our contractor agreement form.

SA Youth uses its best effort to afford small businesses, minority business enterprises, and women's business enterprises the maximum practicable opportunity to participate in the bidding process.

#### PAYROLL

- Payroll will be issued on every other Friday. Pay period ends five (5) business days prior to issue date.
- Time sheets detailing employee hours, including overtime, must be kept on employees

and must be signed by the employee, the employee's supervisor and the CEO.

- Employment records must be maintained on each employee to include the following: wage rates, benefits, taxes withheld, and changes in employment status.
- Payroll related taxes must be withheld during each pay period and paid to appropriate agencies immediately after payroll has been cut semi-monthly.
- Payroll tax returns must be reviewed and signed by the CEO. These are subject to Board inspection.

#### INTERNAL CONTROLS

- Mail will be collected at the U.S. Postal Service, not on site. Mail will be opened and distributed by the administrative assistant.
- A quarterly treasurer's report and detailed financial statements (monthly and quarterly) will be prepared for Board members. These reports shall be reviewed in advance by the Board Treasurer.
- New bank accounts, if any, must be authorized by the Board of Directors.
- Accounting files must be maintained for at least 7 years in a suitable storage facility.  
***NOTE: In developing the Academy's records retention schedule, the Academy shall ensure it is consistent with the applicable minimum retention schedules adopted by the State Library and Archives Commission.***
- All major equipment and furniture must be inventoried at least annually. Inventory records must include: inventory item, serial number, location, date of acquisition, cost/fair market value, useful life, depreciation/year and accumulated depreciation.
- Inventory records must be reconciled with the general ledger on an annual basis.
- Receipt, transfer, and withdrawal of inventory items must be recorded in the inventory records.
- Furniture and equipment worth more than \$1,500 must be listed in the accounting records as assets, unless the funder permits such items to be expensed when purchased.
- Board meeting minutes and attachments will be maintained in a binder to serve as the organization's official record.
- At least two staff members must be familiar with the organization's accounting systems, policies and procedures.
- SA Youth staff must ensure adequate back-up files of the accounting transactions.
- Staff is responsible for maintaining key information, vital to the organization's operations, in a location separate from SA Youth's main office.
- SA Youth accounts must be reconciled each month by the finance staff, who is independent of the authorization and check signing function.
- Executive Committee, upon CEO recommendation, may open Certificate of Deposit or other investment accounts that improve the financial health of the organization by majority vote or consensus.
- The Board of Directors will select an independent certified accountant annually to conduct a full financial audit of SA Youth's financial statements and preparation of the IRS 990.

2. SA Youth will ensure compliance with Generally Accepted Accounting Principles (GAAP) and with rules and procedures as stated in the TEA Financial Accountability System Resource Guide (FASRG). The Academy will adhere to the rules stated in Module 10 and Module 11 of the FASRG.

The Academy administration's roles and responsibilities are to create procedures for how the funding will be administered. The governing board writes the policies for what will be done regarding finances. The governing board will ensure policies are aligned with the law and the charter agreement with TEA while keeping the mission and vision as the foundation.

The governing board's financial responsibility is to adopt the Academy budget, while the administrator and school personnel (finance director) prepare the budget. The board sets the financial policies. The Administration ensures they are followed.

The administration/leadership team will manage the finances, design controls, and manage and execute policies and procedures. The team will prepare reports for the board treasurer, works with vendors to ensure proper coverage is in place for protection of assets and prepare for the audit and present to the board.

3. In accordance with the SA Youth by-laws Section 11.1, the finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. The SA Youth governance board will select an independent certified accountant to conduct a full financial audit of SA Youth's financial statements and preparation of the IRS 990. A minimum of three bids are solicited for review. The administrative team will schedule the audit, prepare for the audit and work closely with the auditors during the auditing process and present the final audit to the governance board. This team will also implement any recommendations from the auditor. Specifically, and in accordance with the SA Youth by-laws Section 11.1, the finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources.
4. The Academy will ensure financial transparency when the treasurer of the governing board gives his report at the open meetings of the governing board. In addition, the Academy will also post the previous year's 990 report on the SA Youth website as well as provide the document to GuideStar. A 990 report is public and will be made available upon at the SA Youth main office.
5. The Academy will outsource services for payroll and auditing services, as well as for instructors that will teach electives. The Academy will also contract special education services from a local ISD as needed. All contractors working directly with students will go through an intensive background check. Contractors will sign a contract outlining services, expectations, and agreeable fees. Depending on the service, some contractors will need to go through a bid process. The Academy will post a public announcement requesting bids and will choose according to the best services for the best price. Anticipated costs for payroll services is \$1,400 per school year and the provider will be ADP, \$4,500 for auditing services, and elective instructor contractors will receive \$1,000 per class per trimester. If necessary additional Special Education services are identified,

we will re-evaluate the budget for costs that could possibly range from \$90.00 to \$150.00/hr. The agency CEO/Superintendent and the Academy Principal will choose a software program for accounting and PEIMS (either WebSmart by JR3 or TXEIS through the Region 20 ESC), as recommended by the Finance Manager after further investigation during the planning and start-up periods.

6. Provide, as **Attachment F.2**, the following documents for the sponsoring entity:
  - a. **For organizations in existence for one or more years:** a copy of the most recent unqualified audit report.

--OR--

**For organizations less than one year old:** If an audit report is not available, provide an unaudited financial report that includes a statement of financial positions, a statement of activity, and a cash flow statement (inception to date).

- b. A credit report of the sponsoring entity.
  - c. The sponsoring entity's most recently filed (IRS) Form 990, Form 990-N, or Form 990-EZ.
7. Provide the completed Financial Plan Workbook as **Attachment F.3**, in developing your budget. It is important to budget conservatively and to consider that charter schools often have lower than anticipated attendance rates in the first five years of operation. Therefore, a reasonable planning estimate of \$5,381 per student, which accounts for a daily attendance rate of 80%, should be used when planning and developing the budget.
8. As **Attachment F.4**, present a detailed budget narrative which includes description of assumptions and revenue estimates, including, but not limited to, the basis and calculations for revenue projections, staffing levels, and expenditures. The narrative response should specifically address the degree to which the school/campus budget will rely on variable income (e.g., grants, donations, fundraising). Also include in **Attachment F.4** any commitments of financial support/pledge letters from parents or other sources.
  - a. Indicate the amount and sources of funds, property or other resources expected to be available through banks, lending institutions, corporations, foundations, grants, etc. Note which are secured and which are anticipated, and include evidence of commitment for any funds (e.g. grant award letters, LOIs, or loan agreements). Explain the basis for assumptions around unsecured/anticipated funding sources.
  - b. Discuss the school's contingency plan to meet financial needs if anticipated revenues are not received or are lower than estimated.
  - c. Provide a detailed year one cash flow contingency, in the event that revenue projections are not met in advance of opening.

### Business Management Capacity

1. Identify the key members of the school's business leadership team. Identify only individuals who will play a substantial and ongoing role in school/campus development, governance, and/or management, and will thus share responsibility for the school's financial success. These may include current or proposed governing board members, the school leadership/management team, and any essential partners who will play an important ongoing role in the school's development and operation. Describe the team's individual and collective qualifications for implementing the Business Plan successfully, including capacity in areas such as the following:
  - a. Financial management;
  - b. Fundraising and development; and



- c. Accounting and internal controls.
2. Describe the sponsoring entities' capacity and experience in facilities acquisition and management, including managing build-out and/or renovations, as applicable.

TYPE YOUR RESPONSE IN THIS BOX. IT WILL EXPAND AS NEEDED.

**1. Key member of the Academy's business leadership team include:**

<b>Key leader-ship</b>	<b>Financial management experience</b>	<b>Fundraising and development</b>	<b>Accounting and internal controls</b>	<b>Leadership</b>
<b>Cynthia Le Monds</b>	<b>20 plus years financial management; QuickBooks training courses; Nonprofit accounting training taken</b>	<b>Member of AFP. 20+ years of nonprofit development experience. Has lead several capital campaigns and has raised more than \$60 million during the past 20 years.</b>	<b>Responsible for agency's audit for past 20 years for SA Youth. During past 10 years, has had no audit findings and no management letter items.</b>	<b>CEO and President of SA Youth for 15 years. Chair of Literacy San Antonio and Chairman of Excel Beyond the Bell (2-3 years)</b>
<b>Jack Roney</b>	<b>Has 30+ years of financial management experience for large and mid-sized commercial banking institutions.</b>	<b>Has engaged in fundraising on three different boards or committees in the community as a volunteer.</b>	<b>Compliance experience and has done auditing for banks for more than 40 years.</b>	<b>Senior Vice President Plains Capital Bank for 6 years.</b>
<b>Shameka Moore</b>	<b>BS in Business w/Accounting Emphasis 10 yrs. accounting experience</b>	<b>Three years' experience managing nonprofit books</b>	<b>Excellent professional evaluations</b>	<b>SA Youth Chief Financial Officer and previous accountant for other nonprofits.</b>
<b>(Principal)</b>	<b>Knowledge of school finance</b>	<b>Experienced fundraiser</b>	<b>Proven history of proficient accounting and internal controls</b>	<b>SAY-YBA Principal</b>
<b>(Business Manager)</b>	<b>BA in Accounting, Finance or Business</b>	<b>Experience managing federal, state and public funds</b>	<b>Proven experience that has led to exceptional audits</b>	<b>SAY-YBA Business Manager</b>

With the exception of the principal and business manager, the teams' collective qualifications and experience have taken SA Youth from a small basement with a small budget to a multi-million dollar agency that has successfully served thousands of children each year free of charge. Just ten years into our agency's history, SA Youth grew to a \$1 million organization with five centers in extreme pockets of poverty in highly distressed communities and zip code areas, serving 100% low-income youth and 95% minority youth populations with incomes of less than \$15,000 per household on average. During the next 15 years, totaling 30 years of service to disadvantaged youngsters, SA Youth grew to 18 locations and a nearly \$7 million budget serving an average of 4,000 individuals a year, with more than 80% of those youth receiving services an average of 220 times a year. The financial management and development skills of this team are cohesive, professional and grounded with integrity, verifiable through the continuous outstanding financial audits and management letters as well as success stories of youth that have graduated from our programs.

**2.** SA Youth has more than 25 years' experience in facilities acquisition and management, including managing build-out and/or renovations—as an affiliate of the National YouthBuild program; SA Youth's management team has acquired land/lots and or dilapidated houses, restored, renovated, and in turn sold the homes. Also, SA Youth leased a middle school that was closed by a local ISD. While SA Youth occupied some space, SA Youth subleased and managed leased spaces as well.

**WHEN YOU HAVE FINISHED, LEAVE THE REMAINDER OF THIS PAGE BLANK.**

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment A: Geographic Boundaries

## **Attachment A – Geographic Boundaries**

SA Youth YouthBuild Academy's designated geographic boundary will include the City of San Antonio and will encompass the following districts:

Alamo Heights ISD

East Central ISD

Edgewood ISD

Ft. Sam Houston ISD

Harlandale ISD

Judson ISD

Lackland ISD

North East ISD

Northside ISD

Randolph ISD

San Antonio ISD

South San Antonio ISD

Southside ISD

Southwest ISD

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment B: Mail Receipts

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Gail Siller  
Ft. Sam Houston ISD  
4005 Williams Rd.  
San Antonio, TX 78234

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *D. Jimenez*  Agent  
 Addressee

B. Received by (Printed Name) *D. Jimenez* C. Date of Delivery *2/26/14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9627**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Brian T. Woods  
Northside ISD  
5900 Evers Rd.  
San Antonio, TX 78238

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *MC Zamarripa*  Agent  
 Addressee

B. Received by (Printed Name) *MC Zamarripa* C. Date of Delivery *2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9580**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Sylvester Perez  
San Antonio ISD  
141 Lavaca St.  
San Antonio, TX 78210

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *P. Martinez*  Agent  
 Addressee

B. Received by (Printed Name) *P. Martinez* C. Date of Delivery *2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9689**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mr. Gary Patterson  
East Central ISD  
6634 Sulphur Springs  
San Antonio, TX 78263

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *Trish Hill*  Agent  
 Addressee

B. Received by (Printed Name) *T. Hill* C. Date of Delivery *2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9603**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

1. Article Addressed to:

Mr. Abelardo Saavedra  
South San Antonio ISD  
5622 Ray Ellison Drive  
San Antonio, TX 78242

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9696

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

1. Article Addressed to:

Mr. Rey Madrigal  
Harlandale ISD  
102 Genevieve St.  
San Antonio, TX 78214

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9634

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

1. Article Addressed to:

Mr. Lloyd Verstuyft, Ed.D  
Southwest ISD  
11914 Dragon Ln.  
San Antonio, TX 78252

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9702

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

1. Article Addressed to:

Mr. Lance Johnson  
Randolph Field ISD  
Building 1225 Randolph AFB  
Universal City, TX 78143

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9672

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Willis Mackey

Judson ISD

8012 Shin Oakd

Live Oak, TX 78233

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

*M. Pichardo*  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

*M. Pichardo* *2-26-04*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type

Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number

(Transfer from service label)

7012 1640 0002 4881 9641

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Jose A. Cervantes

Edgewood ISD

Office of Superintendent 5358 W Commerce

San Antonio, TX 78237

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

*Blanca Jompa*  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

*Blanca Jompa*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type

Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9610

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Kevin Brown

Alamo Heights ISD

7101 Broadway

San Antonio, TX 78209

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

*Monica Mejia*  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

*MONICA MEJIA* *2/27/04*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type

Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number

(Transfer from service label)

7012 1640 0002 4881 9597

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Brian G. Gottardy, Ed.D.

North East ISD

8961 Tesoro Drive, Suite 600

San Antonio, TX 78217

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

*Ralph Rodriguez*  Agent  Addressee

B. Received by (Printed Name) C. Date of Delivery

*Ralph Rodriguez* *2/27/04*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type

Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9665

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-154



**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Rick Hawkins High School  
1826 Basse Rd.  
San Antonio, TX 78213

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *[Signature]*  Agent  
 Addressee

B. Received by (Printed Name) \_\_\_\_\_ C. Date of Delivery \_\_\_\_\_

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9467**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Milton B. Lee Academy of Science & Engineering  
1826 Basse Rd.  
San Antonio, TX 78213

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *[Signature]*  Agent  
 Addressee

B. Received by (Printed Name) \_\_\_\_\_ C. Date of Delivery \_\_\_\_\_

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9399**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-15

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Mrs. Evonne Murillo  
Alpha Academy  
502 E. Southcross  
San Antonio, TX 78222

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *[Signature]*  Agent  
 Addressee

B. Received by (Printed Name) \_\_\_\_\_ C. Date of Delivery **2-26**

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9269**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

San Antonio Technology Academy  
2507 Fredericksburg Rd.  
San Antonio, TX 78201

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 *[Signature]*  Agent  
 Addressee

B. Received by (Printed Name) *Sherell Goodard* C. Date of Delivery **2-26-14**

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9481**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-15

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Dr. De Leon

San Antonio School for Inquiry & Creativity

4616 San Pedro Ave. Ste. 200

San Antonio, TX 78212

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name)  
 C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9474

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Monticello

4205 San Pedro Ave.

San Antonio, TX 78212

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name)  
 C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9405

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Positive Solutions Charter

1325 N Flores St. Ste. 100

San Antonio, TX 78212

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name)  
 C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9436

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Southwest Preparatory School-Northwest

6535 Culebra Rd.

San Antonio, TX 78238

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name)  
 C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9993

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Southwest Preparatory School  
1258 Austin Hwy  
San Antonio, TX 78209

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee  
*John Burrell*

B. Received by (Printed Name)  
*Theilma Burrell*

C. Date of Delivery  
*2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

New Directions  
1258 Austin Hwy Bldg. 2  
San Antonio, TX 78209

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee  
*John Burrell*

B. Received by (Printed Name)  
*Theilma Burrell*

C. Date of Delivery  
*2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number (Transfer from service label) **7012 1640 0002 4881 9528**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9412**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-154

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Joseph G. Rendon, LMSW  
Por Vida Academy  
1135 Mission Rd.  
San Antonio, TX 78210

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee  
*Margie Rojas*

B. Received by (Printed Name)

C. Date of Delivery  
*2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Daniel Amador  
Jubilee Academy  
2931 South W W White Rd.  
San Antonio, TX 78222

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee  
*Margie Rojas*

B. Received by (Printed Name)

C. Date of Delivery  
*2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number (Transfer from service label) **7012 1640 0002 4881 9429**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9351**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-154



**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Southwest Preparatory Southeast  
Campus  
735 S WW White Rd  
San Antonio, TX 78220

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9535

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

X *Liz Flores*

- 
- Agent
- 
- 
- Addressee

B. Received by (Printed Name)

Liz Flores

C. Date of Delivery

2-26-14

- D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type

- 
- Certified Mail
- 
- Express Mail
- 
- 
- Registered
- 
- Return Receipt for Merchandise
- 
- 
- Insured Mail
- 
- C.O.D.

4. Restricted Delivery? (Extra Fee)

 Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Soner Tarim  
Harmony School of Innovation-San Antonio  
8125 Glen Mont  
San Antonio, TX 78239

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9320

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

X *Liz Flores*

- 
- Agent
- 
- 
- Addressee

B. Received by (Printed Name)

C. Date of Delivery

2/26/14

- D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type

- 
- Certified Mail
- 
- Express Mail
- 
- 
- Registered
- 
- Return Receipt for Merchandise
- 
- 
- Insured Mail
- 
- C.O.D.

4. Restricted Delivery? (Extra Fee)

 Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Dr. Burrie Roper  
Lackland ISD  
2460 Kenly Avenue  
San Antonio, TX 78236

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9658

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

X *Cora Canales*

- 
- Agent
- 
- 
- Addressee

B. Received by (Printed Name)

C. Date of Delivery

2-26-14

- D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type

- 
- Certified Mail
- 
- Express Mail
- 
- 
- Registered
- 
- Return Receipt for Merchandise
- 
- 
- Insured Mail
- 
- C.O.D.

4. Restricted Delivery? (Extra Fee)

 Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Laurel Ridge  
17720 Corporate Woods Dr.  
San Antonio, TX 78259

2. Article Number

(Transfer from service label)

7012 1640 0002 4881 9375

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature

X *M. Meza*

- 
- Agent
- 
- 
- Addressee

B. Received by (Printed Name)

C. Date of Delivery

2/26/14

- D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type

- 
- Certified Mail
- 
- Express Mail
- 
- 
- Registered
- 
- Return Receipt for Merchandise
- 
- 
- Insured Mail
- 
- C.O.D.

4. Restricted Delivery? (Extra Fee)

 Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Eleanor Kolitz Hebrew Language Academy  
12500 NW Military Hwy Ste. 150  
San Antonio, TX 78231

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) *Jally Schuff* C. Date of Delivery *2/26/14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9290**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Ms. Jennifer Zin  
7  
Kipp University Prep High School  
5  
319 East Mulberry Ave  
San Antonio, TX 78212

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) *PAM LANDRY* C. Date of Delivery *2-26*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9368**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Premier High School of San Antonio  
502 East Ramsey Rd.  
San Antonio, TX 78216

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) *Hinda Canales* C. Date of Delivery *2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9443**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mrs. Akenese Iosefo  
Academy of Careers and Technologies Charter Schools  
5300 Heath Rd  
San Antonio, TX 78250

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) *Gumilvor* C. Date of Delivery *2-26*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) **7012 1640 0002 4881 9245**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Dr. Soner Tarim  
Harmony Science ACAD San Antonio  
8505 Lakeside Pkwy  
San Antonio, TX 78245

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 LISA LEDESMA 2/26/14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9801

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Lighthouse Charter School  
2718 Frontier Dr.  
San Antonio, TX 78227

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 [Signature] 2-26-14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9382

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Jesse Villanueva  
George Gervin Academy  
5944 S. Sunbelt Dr.  
San Antonio, TX 78218

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 Betty Beal

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9306

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Alamo Leadership Academy  
7404 Hwy 90 W  
San Antonio, TX 78227

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 Cecilia Hurtado 2/26/14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9252

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540



**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Claudette Yarbrough  
 Higgs, Carter, King Gifted & Talented Charter ACAD  
 511 Fredericksburg Rd.  
 San Antonio, TX 78201

2. Article Number  
(Transfer from service label) 7012 1640 0002 4881 9337

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mr. Wayne Boggs  
 Henry Ford Academy Alameda School for Art + Design  
 318 West Houston  
 San Antonio, TX 78205

2. Article Number  
(Transfer from service label) 7012 1640 0002 4881 9313

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

School of Science and Technology Alamo  
 12200 Crownpoint Dr. Ste. 100  
 San Antonio, TX 78233

2. Article Number  
(Transfer from service label) 7012 1640 0002 4881 9498

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name) C. Date of Delivery  
 2/27/14D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

The Foundation School for Autism  
 2235 Thousand Oaks Dr.  
 San Antonio, TX 78232

2. Article Number  
(Transfer from service label) 7012 1640 0002 4881 9559

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name) C. Date of Delivery  
 Breatha Miller 2-27D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

UT-University Charter School at High Point  
1603 Babcock Rd. Ste. 148  
San Antonio, TX 78229

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) C. Date of Delivery  
*[Signature]* 02/27/14

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mr. Michael Moretta  
City Center Health Careers  
1114 Willow  
San Antonio, TX 78208

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) C. Date of Delivery  
*[Signature]*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

Article Number (Transfer from service label) 7012 1640 0002 4881 9566  
PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9283  
PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

School of Science and Technology  
1450 NE Loop 410  
San Antonio, TX 78209

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) C. Date of Delivery  
*[Signature]* 2-26-14

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mrs. Nora Mlozingo  
Brooks Academy of Science and Engineering  
3803 Lyster Rd.  
San Antonio, TX 78235

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) C. Date of Delivery  
*[Signature]*

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

Article Number (Transfer from service label) 7012 1640 0002 4881 9511  
PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9276  
PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540



**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

The Education and Training Center  
3030 E. Commerce St.  
San Antonio, TX 78220

2. Article Number  
(Transfer from service label)

7012 1640 0002 4881 9542

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name)  
Nancy RicoC. Date of Delivery  
3-3-14D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Washington Tyrannus School of the Arts  
8453 E. FM 1518 N  
Schertz, TX 78154

2. Article Number  
(Transfer from service label)

7012 1640 0002 4881 9573

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name)  
Sandra GarciaC. Date of Delivery  
3-3-14D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

School of Science and Technology Discovery  
5707 Bandera Rd.  
San Antonio, TX 78238

2. Article Number  
(Transfer from service label)

7012 1640 0002 4881 9504

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name)  
Shelly BoyzC. Date of Delivery  
2-27-14D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Mark Peters  
San Antonio Can Academy  
1807 Centennial Blvd.  
San Antonio, TX 78211

2. Article Number  
(Transfer from service label)

7012 1640 0002 4881 9450

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1

**COMPLETE THIS SECTION ON DELIVERY**A. Signature  
 Agent  
 AddresseeB. Received by (Printed Name)  
CYNTHIA ENRIQUEZC. Date of Delivery  
2-27-14D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Congressman Lamar Smith  
 Congressional District 21  
 100 NE Loop 410, Ste 640  
 San Antonio, TX 78209

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
   Agent  
 Addressee

B. Received by (Printed Name) *Maribel Hernandez* C. Date of Delivery *2/26/14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Mike Villarreal  
 Texas State House District 123  
 922 S. Alamo St. Suite 1  
 San Antonio, TX 78205

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
   Agent  
 Addressee

B. Received by (Printed Name)  *Meghan Regis*  C. Date of Delivery *2/26/14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number (Transfer from service label) **7012 1640 0002 4881 9863**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9795**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Congressman Pete Gallego  
 Congressional District 23  
 1714 SW Military Drive, Ste 110  
 San Antonio, TX 78221

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
   Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery *2-26-14*

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Congressman Henry Cuellar  
 Congressional District 28  
 615 E. Houston Street, Ste 363  
 San Antonio, TX 78205

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
   Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

1. Article Number (Transfer from service label) **7012 1640 0002 4881 9870**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

2. Article Number (Transfer from service label) **7012 1640 0002 4881 9887**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Philip Cortez  
Texas State House District 117  
3227 S.W. Military Dr.  
San Antonio, TX 78211

2. Article Number  
(Transfer from service label) **7012 1640 0002 4881 9726**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) **Marina Gonzalez** C. Date of Delivery **2-26-14**

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Joe Farias  
Texas State House District 118  
1313 S.E. Military Dr. Ste 101  
San Antonio, TX 78214

2. Article Number  
(Transfer from service label) **7012 1640 0002 4881 9733**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) **Ana Roman** C. Date of Delivery

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Ruth Jones McClendon  
Texas State House District 120  
403 South WW White Road  
San Antonio, TX 78219

2. Article Number  
(Transfer from service label) **7012 1640 0002 4881 9764**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) **Marge Reyna** C. Date of Delivery **2/26/14**

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Senator Carlos Uresti  
Texas State Senate District 19  
2530 SW Military Drive, Suite 103  
San Antonio, TX 78224

2. Article Number  
(Transfer from service label) **7012 1640 0002 4881 9825**

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  
*[Signature]*

B. Received by (Printed Name) **Carlos Uresti** C. Date of Delivery **2/26/14**

D. Is delivery address different from item 1?  Yes  No  
If YES, enter delivery address below:

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes



**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Senator Leticia Van de Putte  
Texas State Senate District 26  
101 W Nueva St., Ste 809  
San Antonio, TX 78205

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  


B. Received by (Printed Name) C. Date of Delivery  
 Mariela F. Lopez 2/27/11

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9849  
 PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Lyle Larson  
Texas State House District 122  
14607 San Pedro Ave Suite 180  
San Antonio, TX 78232

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  


B. Received by (Printed Name) C. Date of Delivery  
 Shannon Houston 2/27/11

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9788  
 PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Justin Rodriguez  
Texas State House District 125  
5503 Grissom Road, Suite 105  
San Antonio, TX 78238

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  


B. Received by (Printed Name) C. Date of Delivery  
 Laura Pena 2-27-11

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9757  
 PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. José Menéndez  
Texas State House District 124  
7121 U.S. Hwy 90 West Suite 240  
San Antonio, TX 78227

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  Addressee  


B. Received by (Printed Name) C. Date of Delivery  
 Jeff Peterson

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

2. Article Number (Transfer from service label) 7012 1640 0002 4881 9818  
 PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Congressman Lloyd Doggett  
 Congressional District 35  
 17 W. Travis Street  
 San Antonio, TX 78205

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9894

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 Megan Smith 3/17/14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Trey Martinez Fischer  
 Texas State House District 116  
 1910 Fredericksburg Rd  
 San Antonio, TX 78201

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9719

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 Miranda Martinez 3/17/14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Joe Straus  
 Texas State House District 121  
 7373 Broadway, Suite 202-A  
 San Antonio, TX 78209

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9771

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery  
 NAOMI MILLER 3/12/14

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Rep. Roland Gutierrez  
 Texas State House District 119  
 3319 Sidney Brooks  
 San Antonio, TX 78235

2. Article Number  
 (Transfer from service label) 7012 1640 0002 4881 9740

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  
 Agent  
 Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No

3. Service Type  
 Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**SENDER: COMPLETE THIS SECTION**

- Complete Items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Ricardo Uela  
Southside ISD  
1460 Martinez Kosoya  
SA Tx. 78221

2. Article Number

(Transfer from service label)

EK090507221US

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature John Gonzales  Agent Addressee

B. Received by (Printed Name) John Gonzales C. Date of Delivery 3/21/14

D. Is delivery address different from item 1?  Yes  
If YES, enter delivery address below:  No

3. Service Type

- Certified Mail
- Express Mail
- Registered
- Return Receipt for Merchandise
- Insured Mail
- C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

**U.S. Postal Service™**

**CERTIFIED MAIL™ RECEIPT**

(Domestic Mail Only; No Insurance Coverage Provided)

For delivery information visit our website at [www.usps.com](http://www.usps.com)

SAN ANTONIO TX 78229

Postage	\$ 0.70	0044 03 Postmark Here
Certified Fee	\$3.30	
Return Receipt Fee (Endorsement Required)	\$2.70	
Restricted Delivery Fee (Endorsement Required)	\$0.00	
Total Postage & Fees	\$ 6.70	

02/24/2014

Sent To Congressman Joaquin Castro District 20  
Street, Apt. No., or PO Box No. 4715 Fredericksburg Ste 512  
City, State, ZIP+4 SA, TX 78229

PS Form 3800, August 2006

See Reverse for Instructions

7012 1640 0002 4881 9856

**U.S. Postal Service™**

**CERTIFIED MAIL™ RECEIPT**

(Domestic Mail Only; No Insurance Coverage Provided)

For delivery information visit our website at [www.usps.com](http://www.usps.com)

SAN ANTONIO TX 78216

Postage	\$ 0.70	0044 03 Postmark Here
Certified Fee	\$3.30	
Return Receipt Fee (Endorsement Required)	\$2.70	
Restricted Delivery Fee (Endorsement Required)	\$0.00	
Total Postage & Fees	\$ 6.70	

02/24/2014

Sent To Senator Dora Campbell District 25  
Street, Apt. No., or PO Box No. 9601 McAllister Frwy, Ste 150  
City, State, ZIP+4 SA, TX 78216

PS Form 3800, August 2006

See Reverse for Instructions

7012 1640 0002 4881 9832

**U.S. Postal Service™**

**CERTIFIED MAIL™ RECEIPT**

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For delivery information visit our website at [www.usps.com](http://www.usps.com)

SAN ANTONIO TX 78232

Postage	\$ 0.70	0044 03 Postmark Here
Certified Fee	\$3.30	
Return Receipt Fee (Endorsement Required)	\$2.70	
Restricted Delivery Fee (Endorsement Required)	\$0.00	
Total Postage & Fees	\$ 6.70	

02/24/2014

Sent To Asa Cuenter  
John H. Wood Jr. Charter School  
Street, Apt. No., or PO Box No. 670 E. Aspen Oaks Blvd. Arbo Oaks  
City, State, ZIP+4 SA, TX 78232

PS Form 3800, August 2006

See Reverse for Instructions

7012 1640 0002 4881 9344

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment C: Board Affidavits

## **Attachment C**

### **Notarized Board Member Biographical Affidavits**



# BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

## Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Albert Flores
- Home Address 4307 Shavano Woods San Antonio, Texas 78249  
WOAI-TV 1031 Navarro San Antonio, TX 78205
- Business Name and Address \_\_\_\_\_
- Phone Number 210-266-4444
- E-mail address ajflores@sbgvtv.com

- Resume and professional bio are attached here.
- Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.
- Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.
7. Describe the specific knowledge and experience that you would bring to the board.

## School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

## Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.
2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or

program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

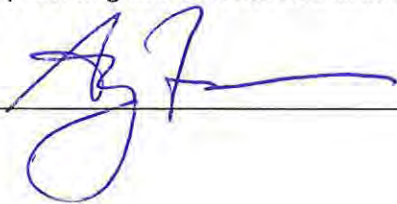
13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

**Certification**

I, \_\_\_\_\_, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature



March 20, 2014

Date



VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 YOUR NAME GOES HERE appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public)



My commission expires

Nov. 19, 2017

(SEAL)



## **Albert J. Flores**

Media Professional  
4307 Shavano Woods  
O: 210-266-4444  
C: (210) 364-2684



### **Personal Information:**

- National Origin: Mexican American
- Height: 5' 7"
- Weight: 180 lbs.
- Health: Excellent
- Age: 54 years old
- Marital Status: Married 30+ years

### **Summary of Qualifications**

- 34 years of extensive television experience at four network affiliates
- 20 years of "hands on" television production experience with three companies
- 15 years of management and sales/marketing experience

### **Professional Experience**

#### **News Anchor/Reporter**

**KTBC-TV, Austin**  
**KRGV-TV, Rio Grande Valley**  
**KIII-TV, Corpus Christi**  
**KENS-TV, San Antonio**  
**WOAI-TV, San Antonio**  
**KTFM-FM, San Antonio**  
**KJ-97 FM, San Antonio**

#### **May 1972 - March 2014**

- News photographer/editor: filmed, edited and post produced news stories.
- News reporter: covered breaking news using my writing skills, interview skills and people skills.
- Studio production staff: Built and lit a variety of sets, studio camera work on "live shows", audio board operator.
- News anchor and weather anchor.
- Chief Meteorologist.
- Department Manager: Managed staff schedules, vacations, equipment purchases, produced overall look and feel of weather department "on air" presentations.

- **Additional Training**

Comprehensive studies Computer graphics, video editing, animation creation, marketing planning and implementation, advertising logistics, business ethics, business strategy, multimedia applications in the business world, consumer behavior, retail advertising, marketing and strategic decision-making.

**Honors:**

- Full 4 year scholarship- The University of Texas at Austin
- Harlandale I.S.D. Outstanding District Alumni of the Year
- Muscular Dystrophy Association Exceptional Anchor
- National Weather Service's Letter of Recognition
- Kelly AFB Hispanic of the Year
- Honorable Citizen, CAP West, Teach the Children
- Archbishops Appeal spokesperson- San Antonio Archdiocese
- Association of Retarded Citizens, Citizen of the Year Award
- Fundraiser/co-anchor for the MDA telethon for 12 years
- Created mentoring programs in several San Antonio schools
- Charter member of the Harlandale Scholarship Foundation Board
- Received over 30 certificates and plaques for participation in community projects and board of director positions in the San Antonio area.

**Letters of recommendation can be provided upon request**

## ALBERT FLORES BIO:

Albert Flores was raised on San Antonio's south side, graduating from Harlandale high school with a full paid scholarship to the University of Texas at Austin. He received his degree in broadcast journalism. Albert began his television meteorology career as the weekend weatherman for the CBS station in Austin, KTBC at the age of 20 years old. From there he worked as the Chief weathercaster for KRGV-TV in the Rio Grande Valley and KIII-TV in Corpus Christi, before becoming the Chief Meteorologist for KENS5 in San Antonio for 24 years. Albert retired from his television career to begin his Digital Marketing Company, Diverse Media. Albert headed DMI for 9 years until he got a call from News4 WOAI to join their morning team. Albert sold Diverse Media and opened up a smaller scale company Infinity Media to enable him to join the News4 team. Albert currently appears daily on the morning News4 San Antonio newscast Monday through Friday.

Albert is also a member of several non-profit boards and spends his free time with his wife of 38 years Yolanda and their children and grandchildren.

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
  2. Full name Richard Alexander  
Home Address \_\_\_\_\_  
Business Name and Address 4311 San Pedro Ave San Antonio, TX 78212  
Phone Number 210-656-0000  
E-mail address ralexander@pjs.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
\_\_\_\_\_
  7. Describe the specific knowledge and experience that you would bring to the board.  
\_\_\_\_\_

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.



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2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

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3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.


Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, Richard Alexander, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

  
Signature

March 20, 2014

Date

#### VERIFICATION

VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 Richard Alexander appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)



# Richard Alexander

---

6815 Congressional Blvd. San Antonio Texas 78244 cell 210-355-7014 [ralexander@pjs.com](mailto:ralexander@pjs.com)

## Summary

---

Business development manager versed in building strategic relationships through persuasion, negotiation and personal presence.

## Highlights

---

Top Ranked Sales Executive, excellent communicator, excellent sales techniques

## Experience

---

08/2010 to present.

Sales and Marketing

Professional Janitorial Service

4311 San Pedro Ave 210-656-0000



## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Greg Kaneb  
Home Address \_\_\_\_\_  
Business Name and Address 2330 NE Loop 1604 West, San Antonio, TX 78248  
Phone Number 210-275-9962  
E-mail address greg.kaneb@nustarenergy.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
\_\_\_\_\_  
\_\_\_\_\_
  7. Describe the specific knowledge and experience that you would bring to the board.  
\_\_\_\_\_  
\_\_\_\_\_

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

---

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

---



No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, Greg Kaneb, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature

March 20, 2014  
Date

#### VERIFICATION

VERIFICATION

State of Texas

County of Bexar

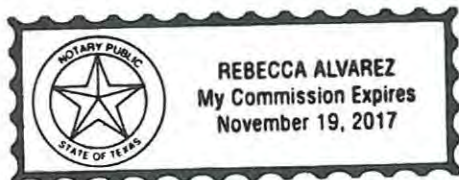
On this day, March 20, 2014 Greg Kaneb appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)





# GREGORY W. KANEB

## EXECUTIVE SUMMARY

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I am a highly motivated individual with decades of professional experience in the oil industry and a proven record of successfully operating, growing, and increasing the profitability of existing oil-industry business streams; identifying and developing profitable new business opportunities; and developing and fostering relationships with co-workers, customers, and other individuals across the industry. I have been employed by Valero Energy Corporation or one of its affiliates for the past twenty years and have previous experience at other corporations as well as entrepreneurial experience as owner and president of an independent oil company. I excel at providing corporate leadership across all departments to achieve maximum results from all team-members. I have extensive experience serving as the public face of the company in both written and oral communications, to include activities ranging from the day-to-day handling of customers, investors, and the board of directors to speaking to the media and live audiences of 2,400+ people at industry conferences to testifying before the U.S. Congress. My skill set and in-depth industry knowledge are highly portable and enable me to bring immediately quantifiable value to a new employer.

## EMPLOYMENT HISTORY AND HIGHLIGHTS

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Valero Energy Corporation and its Current and Former Affiliates – Vice President – 1993 – Present

- Created, developed, and implemented the Valero branding campaign.
- Growth of the Valero refinery network from one to nineteen refineries by identifying, evaluating, and managing strategic growth opportunities such as mergers and acquisitions.
- Intercepted the downward trend of companies and corporate units, turning them into profitable ventures by making organizational, strategic, and personnel changes.
- Developed from scratch a wholesale, unbranded marketing team to sell Valero's reformulated gasoline and distillates into a theretofore-untapped market (the east coast), resulting in new profits of over \$2,000,000 annually.
- Worked with the CEO and other members of senior management annually on strategic goals and company direction to enhance shareholder value.
- In anticipation of the increasing demand for rail transport of crude oil out of Canada, worked with CP and CN railroads to develop six new rail trans-loading sites, each with a capacity of up to 35 railcars.
- Managed the logistics of 1,200 coil-heated railcars to deliver up to 20,000 barrels per day of Canadian crude oil to locations on the east coast.
- Sourcing new crude for refineries and new markets for refined products, using both knowledge of and contacts throughout the industry.
- Procurement of foreign and domestic crude supplies for two refineries with a combined 104,000 barrel-per-day capacity.
- Purchase and sale of up to 50,000 barrels of asphalt and 12,000 barrels of intermediate product each day.
- Increased rack sales from 35,000 barrels per day to over 1,000,000 barrels per day.
- Created and operated electronic real-time wholesale pricing platform for distribution of gasoline and distillates.

- University of Oregon – 1972 – 1974
- Menlo College – 1970 – 1972

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Kelley Farwell  
Home Address 1800 Broadway #2218 San Antonio, TX 78213  
Business Name and Address Firstmark Credit Union  
Phone Number (210) 308-7858  
E-mail address kelleyf@firstmarkcu.org
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
I have been involved in parent organizations at early childhood development, public, private, and magnet schools. I have been a high school teacher (English and Journalism). Likewise, I have served as both a mentorship and community service coordinator with high school students.
- 
7. Describe the specific knowledge and experience that you would bring to the board.  
Experience as a board members with SAYouth, a non-profit organization that serves the same population of students. I live in an inner-city area.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through

reporting and evaluation.

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### Governance

1. Describe the role that the board will play in the school's operation.

The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

---

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

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6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.  
None

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8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:

No experience with other charter schools other than partnership with SAISD charter school.

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9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

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10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

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11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

My spouse also serves on the board of the sponsoring entity.

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12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

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13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

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**Certification**

I, Kelley Farwell, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Kelley Farwell  
Signature

March 20, 2014  
Date

**VERIFICATION**

State of Texas

County of Bexar

On this day, March 20, 2014 Kelley Farwell appeared before me the undersigned notary public and depose that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) Rebecca Alvarez

My commission expires Nov. 19, 2017

(SEAL)





# Kelley Farwell

5922 Woodridge Park, San Antonio, TX 78249  
210.771.7161 [REDACTED]

## Strategic Marketing Communications Professional

Extensive experience maximizing growth and building relationships through target market identification, branding, multi-channel campaigns, product and service development, and improved operations. Proven track record in developing programs that achieve objectives -- on schedule and within budget. Self-motivated, team-oriented professional focused on creative solutions, efficient project management, and successful outcomes.

### Key Accomplishments

#### Strategic Planning and Resource Management

- Accountable for market segment of 1.6M prospective and active members. Developed and allocated an \$11M budget to meet annual marketing and sales goals for 23 products across six lines of business.
- Established new business and retention objectives required to support desired compounded annual growth rates for customers, products, and products per customer.
- Effectively led direct reporting and matrixed staff of communications professionals: writers, designers, production support, and analysts. Managed vendor relationships and outsourced projects.
- Establish key partnerships with academic, civic, and non-profit organizations to expand and enhance programs. Partnered closely with cross-functional departments to establish procedures, training, and tools for efficient technical and streamlined operational support of marketing initiatives.
- Identified new product development and enhancement opportunities. Led Business Project Management teams through concept validation, full-scale development, and implementation for new and enhanced product and service offerings.

#### Event Planning and Community Relations

- Volunteer Fair. Coordinated award-winning, city-wide, event designed to connect teens with nonprofit organizations who welcome them as volunteers. Worked with area schools and churches to attract teens. Collaborated with the United Way Volunteer Center, San Antonio Sports Foundation, and San Antonio Cultural Arts Commission, to invite organizations and identify speakers. Developed ads, press releases, media advisories, postcards, flyers, and catalog of organizations to support event.
- 75<sup>th</sup> Anniversary. Implemented year-long celebration designed to increase community awareness, build affinity with members, and recognize employees. Plan included customized logo and letterhead, kick-off event with local politicians and industry leaders, a special issue of the newsletter and annual report, video history, expanded annual meeting, and special events.
  - Monthly Events. Organized non-profit organizations and area businesses to participate in Child Safety Fair, Pet Care/Adoptions Fair, Health & Wellness Fair, and Financial Fitness Fair.
  - Fiesta. Sponsored Rey Feo's, "Learn to Read" campaign. Coordinated participation in the Battle of Flowers and Fiesta Flambeau parades including employee party and commemorative medals.
  - San Antonio Missions. Game sponsorship and employee picnic arrangements included advertising (souvenir program, pocket schedules, sports radio) as well as participation in on-field activities.
  - Sweepstakes/Car Giveaway. Coordinate regulatory and legal compliance issues. Arrange financing and use of vehicle for special events. Incorporate "chance to win" into promotions.
- Ongoing Community Relations. Arranged group participation, t-shirts, transportation for employees and teens for Habitat for Humanity, Days of Caring (Botanical Gardens), Raul Jimenez Dinner, and Christmas Under the Bridge, San Antonio Food Bank, Habitat for Humanity, etc.

#### Marketing and Public Relations

- Membership Eligibility. Developed 24-month series of membership eligibility messages to notify prospective customers of impending membership eligibility expiration and create awareness of member benefits, products, and services.
- New Member Welcome and On-boarding. Formed cross-functional team to create and implement a new member plan to include: enhanced member card and informational folder, CEO introduction and welcome letter, and matrixed cross-sell and follow-up offerings.

- Life Events. Identified needs of target market segment and developed integrated, life-event packages for events such as debt/money management, getting married, starting a family, finding and purchasing a home, planning for college, buying a car, and changing jobs. Consolidated information, guidance, tools, and product solutions. Developed workflows, training, cost-benefit analysis, sales metrics, and promotional campaigns to support programs. Established appropriate follow-up campaigns to support inquiries.
- Newsletters. Editor, *Re:solutions*. Created newsletter designed to help young professional members achieve financial security. Mailed quarterly to 450K households. Incorporated statistics and "ask the expert" to establish connections. Business Reply enabled diverse market to self-identify product needs based on current life events. Designed as awareness tool, but generated a 2% response rate.
- Product Solicitations. Managed projects to include creative concepts, copywriting, editing, art direction, budget planning, and results tracking for wide array of financial products and services. Print ads, postcards, letter/brochure packs, self-mailers, statement stuffers, catalogs, and informational booklets as well as web content, interactive tools, banner ads and landing pages.
- Scheduled press conferences, trade-show exhibits, seminars and promotional events. Developed supporting media advisories, press releases, press kits, speaker notes and signage.

### Research and Program Analysis

- Managed brand identification and implementation projects. Researched public opinion, industry trends, and customer preferences (focus groups) to identify relevant strengths and related concepts. Worked to develop new positioning statement, logo, and tagline.
- Used regression analysis to identify product purchase order and frequency. Results used to build "next-product" marketing plan.
- Leveraged member retention studies to identify potential lost customers and develop a plan targeting single-product owners.
- Conducted demographic and psycho-graphic research to identify key needs and communication preferences of target market segments. Results used to develop communications template of appropriate channels, messages and images.
- Identified impact of generational migration on market size and growth rate projections. Results indicated need for adjusted baselines across market segments and product lines.
- Developed integrated predictive modeling methodology to improve access to desired market. Results showed increase in mailable audiences from 77 to 96 percent.
- Monitored response rates and program costs to ensure continuous improvement and effectiveness of marketing programs.

### Career Chronology

Firstmark Credit Union, San Antonio, TX	
Marketing Manager	2006-Current
Providence High School, San Antonio, TX	
English/Journalism Teacher, Communications and Admissions Director	2003-2005
Service Learning Coordinator (Volunteer and Internship)	
USAA (United Services Automobile Association), San Antonio, TX	
Corporate Market Segment Director	2000-2002
Marketing Director	1998-2000
Customer Segment Manager	1997-1998
Marketing Communications Specialist	1994-1997
Correspondence Specialist	1993-1994
Texas Tech University Press, Lubbock, TX	1989-1991
Eclipse Communication, Inc., Austin, TX	1987-1989

### Education, Civic and Professional Involvement

12-Hours Post-Baccalaureate Courses in Education, University of Texas San Antonio  
 Bachelor of Communications/Journalism, University of Texas at Austin  
 United Way of San Antonio and Bexar County: Corporate Volunteer Council Member;  
 USAA Internal and External United Way Campaign Manager;  
 Firstmark Credit Union Sponsor for United Way Days of Caring and National Youth Service Summit

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Jack Michael Roney  
Home Address 1703 Antler Crossing Drive  
Plains Capital Bank, 70 North East Loop 410, San Antonio,  
Business Name and Address Texas  
Phone Number 210-321-3315  
E-mail address jroney@plainscapital.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
Other board service and volunteer activities-church
7. Describe the specific knowledge and experience that you would bring to the board.  
30 years professional work experience in a financial capacity, MBA

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.
2. How will you know if the school is successful at the end of the first year of operation?



By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

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8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or

program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

**Certification**

I, JACK M. RONEY, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature



March 20, 2014

Date

VERIFICATION

State of Texas

County of Bexar

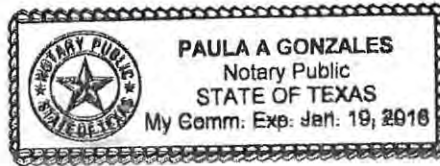
On this day, March 20, 2014 Jack Michael Roney appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires 1-19-16

(SEAL)





**JACK M. RONEY**  
1703 Antler Crossing Dr., San Antonio, TX 78248  
(210) 492-0652  
(210) 240-9905  
[jack.roney@banksterling.com](mailto:jack.roney@banksterling.com)

**OBJECTIVE**

To obtain a Senior Management position with a banking institution.

**SUMMARY**

Senior Level Manager with a broad base of experience. Extensive background in banking, management, investor relations, and start-up situations. Adept at developing, maintaining, and maximizing business relationships. Strong financial and communication skills.

**EDUCATION**

MBA, Finance – Arizona State University, Tempe, AZ  
BBA, Finance and Economics – Texas Tech University, Lubbock, TX

**BANKING EXPERIENCE**

*Plains Capital Bank, San Antonio, Tx*

**Sterling Bank, San Antonio, Tx**

**Senior Vice President, Commercial Lending**

Senior lender with a loan portfolio of approximately \$45 million and a depository portfolio of \$10 million. Loan portfolio consists of construction and commercial real estate loans (75%), owner occupied real estate and operating credits. Portfolio is self generated.

*2008 to present*  
2003- Present - 2008

**Bank One, Texas NA, San Antonio, TX**

1987 – 1992

A \$600 million subsidiary of Bank One, Texas

**Senior Vice President, Head of Commercial Banking**

Directed commercial banking services which included real estate and energy lending, correspondent banking, corporate and small business lending, leasing, investment banking and private and international banking. Managed a portfolio of \$300 million depository, loan and fee-based accounts. Supervised a staff of 12 people. Member of the Senior Management Team.

**Frost National Bank, San Antonio, TX**

1979 – 1983

A \$2.5 billion multi-bank holding company.

**Senior Vice President/Manager, Energy Department**

**First City National Bank, Houston, TX**

1975 – 1979

Lead bank in a \$15 billion multi-bank holding company.

**Assistant Vice President, Energy Lending**

**RELATED FINANCIAL EXPERIENCE**

**Billserv, Inc., San Antonio, TX**

1999 - 2003

A publicly-held company engaged in the emerging on-line billing industry.

**Vice President, Investor Relations**

Responsible for converting an out-sourced IR effort into a fully integrated in-house IR program. Directly responsible for all financial communications, annual report, media relations, analyst and investor meetings and presentations, conference calls, and overall strategies designed to identify and target retail and institutional investors. Accountable for effectiveness of IR program and for strategies and programs to broaden Wall Street interest.

**Abraxas Petroleum Corporation, San Antonio, TX**

1993 – 1999

A San Antonio-based, publicly-held independent oil and gas exploration and production company.

**Vice President, Investor Relations**

Directly responsible for all shareholder and investor relations activities. Interfaced with investment analysts, corporate presentations, and conference calls to the investment community. Streamlined all phases of the Company's financial communications including preparation of the annual report, quarterly shareholders' reports and press releases. Identified and assisted in the negotiation, analysis and financing of numerous acquisitions of oil and gas properties. Responsible for all financially related special projects.

**Abraxas Petroleum Corporation, San Antonio, TX**

1984 – 1987

**Manager/Finance**

Served as Assistant to the Chief Financial Officer.

**Tomerlin, Roney & Company, San Antonio, TX**

1983 – 1984

Registered SEC broker/dealer.

**Owner/Partner**

# BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

## Background

1. Name of charter school on whose Board of Directors you serve

SA Youth YouthBuild Academy

2. Full name

James Lifshutz

Home Address

215 W. Travis, San Antonio 78205

Business Name and Address

Phone Number

710-225-6742

E-mail address

Resume and professional bio are attached here.

Resume and professional bio are attached elsewhere in the application (indicate Attachment number).

3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.

Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.

5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.

6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

7. Describe the specific knowledge and experience that you would bring to the board.

## School Mission and Program

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2. What is your understanding of the school's proposed educational program?

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3. What do you believe to be the characteristics of a successful school?

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4. How will you know that the school is succeeding (or not) in its mission?

By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

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1. Describe the role that the board will play in the school's operation.

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By the number of students being retained, enrolled and graduated.

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By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

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5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

---

7. List all business or organizations of which you are a partner or in which you have a majority interest.

---

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:

---



No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, \_\_\_\_\_, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature



March 20, 2014

Date

#### VERIFICATION

State of Texas

County of Bexar

*James Lifshutz*

On this day, March 20, 2014 YOUR NAME GOES HERE appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public)

*Maria Carmen Williams*

My commission expires

Nov 15, 2017

(SEAL)



# JAMES G. LIFSHUTZ

215 WEST TRAVIS ST. SAN ANTONIO, TEXAS 78205

Mr. Lifshutz received a Bachelor of Science degree in Industrial Engineering from the University of Wisconsin and a Masters of Business Administration from the University of Texas at Austin, Graduate School of Business.

After school, he joined the family real estate companies which have been engaged, since 1950, in land development and in the development and management of single and multi-family housing, hotels, mini-storage projects, shopping centers, and office/service centers. Mr. Lifshutz follows his father and grandfather, Bernard and Sam respectively, in running these companies.

While the Lifshutz Companies develop and own a wide variety of real estate types in locations all over San Antonio and other parts of Texas, the Lifshutz Companies have played a leading role in the redevelopment and revitalization of San Antonio's center city for the past 50 years. Selected projects have included the Blue Star Arts Complex, the Hilton Homewood Suites – River Walk, the Dulling Building on Alamo Plaza, the Cadillac Lofts, the Andalusia Condominiums, the King William Townhomes, the St. Benedict's Condominiums, Hot Wells, and the El Tropicano Riverwalk.

Mr. Lifshutz has served, and is serving on numerous not-for-profit boards that promote and support the arts and humanities, economic development, services to underprivileged youth, and protection of the environment.

## Employment & Business Activities

**Liberty Properties Partnership**, Managing Partner (since 1989)

**Liberty Finance Corporation**, President (since 1989)

**Berlee Lumber Company, Inc.**, President (since 1990)

**Property Management Enterprises, Inc.**, President (since 1991)

**Texas Home Improvement, Inc.**, President (since 1993)

These entities comprise a family-owned real estate group engaged, since 1950, in land development; in the development, ownership and management of shopping centers, office-service centers, and mini-storage projects; and in the construction, rehabilitation, rental, sale and financing of single and multi-family housing.

Mr. Lifshutz follows his father and grandfather, Bernard and Sam respectively, in running these companies.

*General.* While the Lifshutz Companies develop and own a wide variety of real estate types in locations all over San Antonio and other parts of Texas, the Lifshutz Companies have played a leading role in the redevelopment and revitalization of San Antonio's center city for the past 50 years.

*Multi-Family.* The Lifshutz Companies have developed, co-developed, and/or bought and owned over 10,000 residential units over the past 50 years. Currently, the Lifshutz Companies own or co-own approximately 650 units – most of which are located in downtown San Antonio – making the Lifshutz Companies one of the largest downtown residential landlords in San Antonio.

*Hospitality.* The Lifshutz Companies have co-developed and owned three hotels in downtown San Antonio: the Hilton Homewood Suites – Riverwalk from 1994 – 2004, the Riverwalk Vista from 1998 to present, and the El Tropicano Riverwalk from 2005 to present.



## Selected Projects

**Blue Star Arts Complex**, since 1990, owner, developer and manager of this 130,000 square foot mixed-use arts development in the Southtown/King William District of San Antonio. Placed on the National Register of Historic Places in 1992.

**CJS & Associates, Ltd.**, since 1990, Managing Partner of this limited partnership engaged in the ownership, management and leasing of luxury apartment property in Paris, France.

**Churchill Farms**, 1993, developer of this 125-lot single-family subdivision in north central San Antonio.

**Hilton Homewood Suites – River Walk**, 1994 – 2004, co-owner and co-developer of this historic preservation project; an adaptive reuse of the offices and warehouse of the San Antonio Drug Company, built in 1919, into a nationally franchised hotel property on the River Walk in downtown San Antonio. Placed on the National Register of History Places in 1994.

**Cadillac Lofts**, since 1997, owner and developer of this historic preservation project in downtown San Antonio. This is an adaptive reuse of a former Cadillac dealership into 153 loft-style apartments.

**Dullnig Building**, since 1998, co-owner and developer of this historic building on Alamo Plaza in downtown San Antonio; an adaptive reuse into a multi-tenant building occupied by a restaurant, retail, and a 17 room bed and breakfast.

**Andalusia Condominiums**, 2001 – 2003, developer of this 20-unit condominium project in downtown San Antonio.

**Hot Wells**, under development, owner and developer of this historic preservation project on the San Antonio River; the adaptive reuse of a former hot sulfur springs resort.

**King William Townhomes**, 2003 – 2006, developer of this 17-unit condominium project in King William Historic District near downtown San Antonio.

**El Tropicano Hotel**, since 2005, co-owner and co-developer of this redevelopment and repositioning of a 306-room hotel on the River Walk in downtown San Antonio.

**St. Benedicts**, since 2008, co-owner and co-developer of this adaptive reuse of a former hospital into 66 luxury residential apartments and live/work spaces located in the King William Historic District near downtown San Antonio.

**Big Tex**, under development, owner and redeveloper of this former grain company on the San Antonio River.

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Louis Cardenas  
Home Address 104 Arvin, SA TX 78209  
Business Name and Address Blonde Creative / 2500 McCullough SA TX 78212  
Phone Number 210.527.1234  
E-mail address louis@blondecreative.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
I feel I can be an effective board member by the experience I bring in my life and business while being a committed board member in duties required by each member.
  7. Describe the specific knowledge and experience that you would bring to the board.  
The knowledge and experience I bring will be in the area of marketing, social media and fundraising.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.

The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

---

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.



---

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

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8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

---

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

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10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

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11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

---

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

---

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

---

### Certification

I, Louis Cardenas, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature



March 20, 2014

Date

**VERIFICATION**

State of Texas

County of Bexar

On this day, March 20, 2014 \_\_\_\_\_ appeared before me the undersigned notary public and depose that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public)



My commission expires

Nov. 19, 2017

(SEAL)





# Louis J. Cardenas



## Experience



### Blonde Creative San Antonio, Texas

March 2001 - Present

#### Principle

Owner and Creative Director for Blonde Creative, I am responsible for soliciting accounts and maintaining them. I create, shape and implement advertising campaigns, corporate identities, logos, video, catalog, photography, multimedia and web projects for print and digital.

### U.S. ONLINE Communications San Antonio and Austin, Texas

January 1996 - March 2001

#### Art Director / Media Director

- Design and produce all materials/aids for Marketing, Sales, Corporate, Engineering and the National Customer Service Bureau with U.S. ONLINE, i.e.: print, video, multimedia, web.
- Develop and design monthly programming guide - PLUS Magazine.
- Generate and produce all sales efforts for PLUS Magazine from cold calls, working with programmers, and securing co-op advertising.
- Hire personnel for specific projects.
- Organize Pay-Per-View Events.
- Oversee CommunityLink - U.S. ONLINE's cable channel.
- Supervise programmers to produce proprietary software for U.S. ONLINE.
- Coordinate trade shows and personnel.

### United Advertising Publications / For Rent Magazine San Antonio and Austin, Texas

November 1988 - January 1996

#### Senior Art Director

- Designed, photographed and formatted biweekly and monthly publications.
- Coordinated paperwork from city to publishing hub and to printer.
- Proofed all mediums for San Antonio and Austin office.
- Created sales and marketing tools.
- Met with client management to create specific ad campaigns.
- Hired and trained Art Directors for United Advertising Publications / For Rent Magazine
- Designed ground breaking campaigns for National Multi-Family Marketing Seminars.

## Online Portfolio



### [www.blondecreative.com](http://www.blondecreative.com)

Portfolio includes projects for:

- Identity
- Print
- Web / Multimedia

## Organizations



### American Advertising Federation - San Antonio

- President 2007 - 2008

### San Antonio Youth

- Board of Directors

## Awards



### Addy Award Winner: 2002 - 2010

Winning project categories:

- Print
- Illustration
- Web
- Multimedia



## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve  
SA Youth YouthBuild Academy
2. Full name  
Craig C. PFEIFFER  
Home Address  
621 CANTERBURY HILL  
SAN ANTONIO, TX 78209-2817  
Business Name and Address  
Phone Number  
210 844 2126  
E-mail address  
Craig.C.InteriorIdeas.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
Very involved in the education of my three sons. Also years of business experience
7. Describe the specific knowledge and experience that you would bring to the board.  
Knowledge and experience with kids, schools, business, employees

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.



- 
2. How will you know if the school is successful at the end of the first year of operation?  
By the number of students being retained, enrolled and graduated.
- 
3. How will you know at the end of four years of the school is successful?  
By a growing enrollment, retention rate, and other success factors such as graduation.
- 
4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.
- 
5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?  
Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.
- 

**Disclosures**

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
 I / we do not know these individuals  Yes  
Currently serve on the agency board together.
- 
2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
 I / we do not know any such employees  Yes  
No school employees are proposed at present.
- 
3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
 I / we do not know any such persons  Yes
- 
4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
 Not applicable because the school does not intend to contact with an education service provider or school management organization.  
 I / we do not know any such persons  Yes
- 
5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
 N/A  I / we or my family do not anticipate conducting any such business  Yes
- 
6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
 Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.  
Interior Ideas, Inc, Drapery Cleaning ON SITE, Craig Pfeiffer Prop.

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

#### Certification

I, Craig Pfeiffer, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature 

March 20, 2014  
Date


VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 Craig Pfeiffer appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)





# Craig Pfeiffer

621 Canterbury Hill

San Antonio, Texas 78209

Phone: 210-844-2126

Email: [craig@interiorideas.com](mailto:craig@interiorideas.com)



## Objective

To offer my assistance as a business leader for a nonprofit organization to thrive and grow.

## Experience

President & Owner of Interior Ideas, Inc.

Since 1991

- Owner and President of local design firm Interior Ideas, Inc.
- One of the top 10 interior design firms in San Antonio
- Recognized by the Parade of Homes as one of the leading and award winning interior design firms in San Antonio
- One of the largest and most respected interior design firms in San Antonio

## Other Experience

- Licensed real estate agent
- Member, Greater San Antonio Builders Association
- Member, SA Board of Realtors
- Member, Alamo Heights Rotary Club

## Education

Bachelors of Arts Degree

Licensed Realtor

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Cristina M Heaney  
Home Address 13283 Hunters View, San Antonio, TX 78230  
Business Name and Address U.S. Safety Services 5525 Blanco Rd # 124, SA TX 78216  
Phone Number 210-687-1604  
E-mail address cmheaney@ussafetyservices.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
I have experience managing a business.
7. Describe the specific knowledge and experience that you would bring to the board.  
Strategic Planning.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

2. How will you know if the school is successful at the end of the first year of operation?  
By the number of students being retained, enrolled and graduated.
3. How will you know at the end of four years of the school is successful?  
By a growing enrollment, retention rate, and other success factors such as graduation.
4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.
5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?  
Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
 I / we do not know these individuals  Yes  
Currently serve on the agency board together.
2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
 I / we do not know any such employees  Yes  
No school employees are proposed at present.
3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
 I / we do not know any such persons  Yes
4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
 Not applicable because the school does not intend to contact with an education service provider or school management organization.  
 I / we do not know any such persons  Yes
5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
 N/A  I / we or my family do not anticipate conducting any such business  Yes
6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
 Does not apply to me, my spouse or family  Yes



7. List all business or organizations of which you are a partner or in which you have a majority interest.  
U.S. Safety Services

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:

No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

Cristina M. Heaney  
Signature

March 20, 2014  
Date

**VERIFICATION**

State of Texas

County of Bexar

On this day, March 20, 2014 Cristina M Heaney appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) [Signature]

My commission expires Nov. 19, 2017

(SEAL)





# CRISTINA MORALES HEANEY

5525 Blanco Road, Suite 124  
San Antonio, Texas 78216

Cell: 210.288.3536  
E-mail: [cmheaney@ussafetyservices.com](mailto:cmheaney@ussafetyservices.com)

Highly skilled professional with extensive experience in temporary staffing and employment placement, business development and consulting, marketing, and change management in diverse corporate environments. A proactive contributor skilled at analyzing existing business practices, then planning creative solutions to gain consensus and maximize opportunities.

Dynamic leader with a talent for effectively handling complex challenges. Adept at dealing with senior decision makers to improve performance and develop mission critical operational competencies. Empowering relationship builder and impactful communicator with outstanding training, facilitation, and platform presentation experience.

## PROFESSIONAL STRENGTHS

General Management	Performance Development	Program Management	Change Management
Organizational Assessment	Process Improvement	Strategic Planning	Project Management
Proposal Development	Auditing	Marketing	Budget Planning
Curriculum Development	Training and Facilitation	Team Building	Client Relations

## SELECTED ACHIEVEMENTS

- Launched and directed the job placement services department of a high profile non-profit organization; supervised a staff of two; developed and managed a \$1.2 million budget; developed all operating policies and procedures; counseled and managed client job seekers on welfare or with disabilities; developed and delivered a marketing plan that advocated hiring the clients to over 1000 prospective employers; built and maintained a database on potential employers as well as individual clients; facilitated positive community exposure for the organization through extensive volunteer work and board member participation. **RESULTS:** Successfully placed over 200 special needs clients in appropriate jobs with over 100 companies in government and four industries within the first two years in operation.
- Led the client consultation efforts for a premier management consulting firm; assessed existing business operations in client companies in both domestic and international settings in industries including energy and exploration, retail, financial services, publishing, public utility, health care and government; actively pursuing potential client appointments; developed customized strategic and tactical plans; prepared comprehensive action plans with budgets; built relationships with client company leaders and teams on-site to facilitate change with minimal negative impact; designed training programs for delivery to diverse employee groups; managed client portfolios. **RESULTS:** Contributed to the formation of a local presence by participating in high profile Chambers of Commerce activities; spearheaded formation of a new San Antonio office, generating six major long term client relationships.
- Developed a company-wide standard operating procedure template for numerous companies including a large retail organization; facilitated business process sessions across the organization to evaluate existing business practices; surveyed teams to determine future business process requirements; administered a training plan and provided project support to educate over 1000 employees on the new procedures and reporting methods. **RESULTS:** Provided a standard operating and reporting platform that performed across all functional areas; led to improved customer service, data integrity, and time efficiencies.
- Championed the use of best practices and innovative technology to enhance team performance; conducted comprehensive needs assessments to identify requirements; designed and deployed classroom and web-based training courses; implemented training and certification processes; facilitated strategic and leadership development activities for executives and staff; aligned key talent review, performance review, and leadership development to strategic business objectives. **RESULTS:** Utilized impactful training methods to develop engaged, focused employees with the preparation needed to lead the company to improved efficiency leading to 15% cost savings in warehousing and distribution the first year and the achievement of regulatory compliance.

**PROFESSIONAL EXPERIENCE**

US SAFETY SERVICES F/K/A SAFETY FIRST, San Antonio, Texas <b>President/Owner Operator</b>	<b>2005 - Present</b>
HOLLAND & DAVIS, LLC, Houston, Texas <b>Senior Consultant; Marketing and Business Development Director, San Antonio Region</b>	<b>1998 - 2005</b>
GOODWILL INDUSTRIES, San Antonio, Texas <b>Manager of Placement Services</b>	<b>1996 - 1998</b>
TRANSWORLD LEASING, San Antonio, Texas <b>Sales Agent</b>	<b>1993 - 1995</b>

**EDUCATION / CERTIFICATION**

**Certified First Responder Organization (FRO), Texas Department of State Health Services**  
**South Central Texas Regional Certification Agency (SCTRCA), Small Business Owned by Minority Women**  
**HUB, State of Texas**

**Emergency Medical Technician – Basic, Texas Department of State Health Services/National Registry**  
**M.B.A., Webster University, St. Louis, Missouri**  
**B.B.A., Marketing, Our Lady of the Lake University, San Antonio, Texas**

**COMMUNITY LEADERSHIP / RECOGNITION**

*Entrepreneurial Spirit Awards - Inspirational National Association of Women Business Owners*  
*Certificate and presentation of American flag for supporting servicemen in Operation Iraqi Freedom, 23D -*  
*Expeditionary Fighter Squadron, USAF*

*San Antonio Business Journal "40 Under 40" Designee*  
Leadership Lab, North San Antonio Chamber of Commerce  
Leadership San Antonio, Greater San Antonio Chamber of Commerce  
Board of Directors, Greater San Antonio Chamber of Commerce  
Board of Directors, Barrio Comprehensive Family Health Care Center, Inc.



## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Matthew C. Reedy
- Home Address 106 Dovery Way, Shavano Park, TX 78249
- Business Name and Address N/A
- Phone Number 210-849-1790
- E-mail address [REDACTED]

- Resume and professional bio are attached here.
- Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.
- Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.

5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.

6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
I have served on an advisory board to university faculty developing curricula and student guidelines

7. Describe the specific knowledge and experience that you would bring to the board.  
I have over 5 years of experience as a board member with SA Youth, including involvement with the organization's various programs and students. I also bring entrepreneurial and innovation experience to the board and will help develop creative programs to serve youth.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.

2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.

3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.

4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

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2. How will you know if the school is successful at the end of the first year of operation?  
By the number of students being retained, enrolled and graduated.

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3. How will you know at the end of four years of the school is successful?  
By a growing enrollment, retention rate, and other success factors such as graduation and students enrolling in follow-on education.

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4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

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5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?  
Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

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#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
 I / we do not know these individuals  Yes

Currently serve on the agency board together.

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2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
 I / we do not know any such employees  Yes

No school employees are proposed at present.

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3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
 I / we do not know any such persons  Yes

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4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
 Not applicable because the school does not intend to contact with an education service provider or school management organization.  
 I / we do not know any such persons  Yes

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5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
 N/A  I / we or my family do not anticipate conducting any such business  Yes

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6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is

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partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

None

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8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:

No experience with other charter schools other than partnership with SAISD charter school.

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9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

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10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

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11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

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12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

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13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

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**Certification**

I, Matthew C. Reedy, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Matthew C. Reedy  
Signature

March 20, 2014  
Date

**VERIFICATION**

State of Texas

County of Bexar

On this day, March 20, 2014 Matthew C. Reedy appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) [Signature]

My commission expires Nov. 19, 2017

(SEAL)



**MATTHEW C. REEDY**

Cell: (210) 849-1790 • Home: (210) 492-0901 • E-mail: [REDACTED]

**SENIOR BUSINESS/TECHNOLOGY EXECUTIVE**

*Pioneering software architect/manager with startup, IPO and M&A experience  
Proven ability to "bridge the gap" between business and technology*

High-integrity, accomplished leader with demonstrated success in building technology organizations and teams. Diverse industry and functional expertise, with a firm dedication to success. *Areas of excellence include:*

- Creative software design/architecture
- Raising investment capital
- Public company operations
- Growing teams of software engineers
- Building customer-centric products
- Finance and budgeting
- Business plan development
- Executing startup plans & operations
- Software development
- Acquisitions
- Product strategy
- Hardware design

**EXECUTIVE HIGHLIGHTS**

*Solid track record of technology excellence and startup achievements*

- **Software Development** – Provided software implementation and leadership for firm's growth from 3 employees to 50 employees and \$12.5 million merger.
- **Software Architecture** – Designed and built software product that was sold by 900 OEMs and resellers, generating more than \$24 million in annual revenue.
- **Startup Success** – Found initial funding to get startup firm off the ground, leading to successful \$13.5 million IPO in 8 years.
- **Mergers and Acquisitions** – Spearheaded the research and due diligence process resulting in two strategic acquisitions, upon which the future of the business was built.
- **Customer-focused Results** – Built data warehouse and analytical system for large manufacturing organization resulting in \$5-\$10 million cost reduction over 3 years.

**CAREER DEVELOPMENT**

SecureLogix Corporation

2008-present

**Director, Research & Development**

Joined this established telecommunication security solution vendor to perform research and development of new applications for the firm's enterprise telephony management and security systems. Help lead the development efforts to expand support for Voice over IP (VoIP) and Unified Communications networking technologies.

Armida Technologies Corporation

2004-2008

**Co-founder & Chief Technology Officer**

Started up a company specializing in hardware and software for very reliable streaming video over wireless networks for surveillance and security applications. Co-authored business plan, provided initial funding for product development. Made investor presentations, helped raise \$1.3 million in equity investments. Researched market, created hardware & software designs & specifications, managed design, prototyping and manufacturing of products. Performed legal, HR, operations and finance functions during startup phase.

**Developed innovative hardware & software products from business plan to (satisfied) customer shipments in 2 years**

- Successfully delivered and installed wireless video surveillance products to 10 locations for 3 customers, resulting in significant crime and theft-loss reductions.
- Using outsourced hardware design & prototyping and software development teams, delivered product at significantly lower development cost than using permanent employees.

IntelliSolve Group, Inc.

1995-2004

**Co-founder, President & CEO**

Started up a company specializing in consulting services for the burgeoning data warehouse and business intelligence markets. Co-authored business plan, provided initial funding for operations. Hired 20 employees, opened offices in 4 cities. Led sales presentations and secured clients and projects. Specialist in financial planning, budgeting and analysis systems for large organizations. Designed and built reporting and forecasting systems for finance and tax departments of multinational firms.

**Grew firm from 0 to \$2.5 million in annual revenue and 4 offices in 5 years**

- Architect & implementer of several medium and large-scale data warehouse and data mart projects in manufacturing, health care, retail and financial services organizations
- Built data warehouse for product sales, profitability and customer data for a 150-location Midwest US retailer; identified employee theft problems of \$300K over 3 years.
- Built data warehouse for financial information to help large manufacturer reduce annual operating budget; data warehouse contributed \$5 to \$10 million of successful \$57 million budget reduction over 3 years.

IQ Software Corporation

1984-1995

**Co-founder, Chairman & Chief Technology Officer**

Started up a company to develop ad-hoc database query and report writing software. Co-authored business plan, found initial funding for software development. Wrote the first version of the product and continued active development through multi-platform, multi-GUI, multi-database iterations. Hired and managed 25 programmers and QA staff.

**Grew business from startup to \$13.5 million IPO in 8 years**

- Achieved more than \$24 million in annual revenue and more than 170 employees, with operations in the US, Great Britain, France and Germany
- Responsible for two acquisitions of business intelligence and OLAP software firms ensuring future company success.
- Software was sold by more than 900 OEMs and resellers and available in 7 foreign language versions.

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**HONORS**

Inductee, SATAI STARS of Innovation Technology Hall of Fame  
1993 Entrepreneur of the Year



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**COMMUNITY SERVICE & BOARD MEMBERSHIPS**

Founding board member of the San Antonio Technology Accelerator Initiative (SATAI)

Past chair of SATAI Marketing Alliance

Past board member of the North San Antonio Chamber of Commerce

Past chair of North Chamber Technology Committee

Chair of the Advisory Board to the Computer Science faculty of Trinity University

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**EDUCATION**

**M.B.A.** St. Mary's University, San Antonio, TX

**B.S.** Trinity University, San Antonio, TX

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Gregory Donald Atteberry
- Home Address 413 Northview Drive Friendswood TX 77546
- Business Name and Address S & B Plant Services, Ltd.  
7825 Park Place Blvd Houston TX 77087
- Phone Number Wk: 713.845.4327; MP: 713.899.3892
- E-mail address gdatteberry@sbec.com

- Resume and professional bio are attached here.
- Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_

3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.

Does not apply to me  Yes

SA Youth

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
My nature is to ask the thought-provoking questions that will churn up the discussions necessary to act or move forward with a plan or a decision.
7. Describe the specific knowledge and experience that you would bring to the board.  
I have over 30 years of professional experience in managing and leading organizations in strategy development, establishing operational plans and measuring the performance to meet or exceed the key metrics.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.



The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

**Disclosures**

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.  
S & B Plant Services, Ltd.

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

#### Certification

I, Gregory Donald Atteberry, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Gregory Donald Atteberry  
Signature

March 20, 2014  
Date

VERIFICATION

State of Texas

County of Harris

On this day, March 20, 2014, Gregory Donald Atteberry appeared before me, the undersigned notary public, and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 24 day of March, 2014

(Notary Public) *Chris Price*  
Chris Price

My commission expires February 1, 2018.

(SEAL)







***Greg Atteberry***  
President  
S & B Plant Services

Greg Atteberry is President of S & B Plant Services, LTD. He brings more than 35 years of diverse experience in the construction, engineering and maintenance industry to S & B Plant Services, an affiliate of S & B Engineers and Constructors. In this role, his experience is immensely utilized as these companies serve the chemical, refining, pulp/paper, power generation, and other manufacturing clients with their engineering, construction, maintenance, and professional services.

Greg started his career with Brown & Root as a pipe-fitter helper. During his 21 years with Brown & Root, he held several positions, including Senior Project Manager. He spent 11 years with Zachry, in San Antonio, as General Manager in the Industrial Services Division.

When Greg relocated to Houston, he was Vice-President of Construction for Austin Industrial for two years. Greg joined S & B Plant Services in late 2010 as Vice-President of Business Development and was promoted to his present role in July 2011.

Greg served on the Board of Directors of the Texas City Safety Council, Association of Builders and Contractors, and Chairman of the Board of the San Antonio Youth Centers, a United Way Agency.

Greg received his B.B.A. in Business and Industrial Management from the University of Houston-Clear Lake in 1981. During his career, Greg has also completed executive management courses at Darden, The Graduate School of Business Administration at The University of Virginia, Rice University, St. Mary's University and the McCombs School of Business at The University of Texas. Greg is also a veteran of the United States Army.

## Greg D. Atteberry

413 Northview Drive  
Friendswood TX 77546  
Phone: 713.899.3892  
Email: [REDACTED]

### SUMMARY

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Over thirty years of diverse construction and maintenance experience in the refining, petrochemical, manufacturing, forest products and power industries. A seasoned and pro-active executive, with field and home office responsibility that succeeds in meeting or exceeding goals in the key performance areas of profitability, safety, market growth, operational excellence and customer relations.

### EXPERIENCE

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**S & B Plant Services, Ltd;** Corporate Office, Houston, Texas

**President**

**July 2011 – present**

- Responsible for all aspects of the business: safety, profit/loss, operations, business development strategies, customer relations and community involvement.

**Vice President**

**Jan-June 2011**

- Responsible for Business Development for the Plant Services division of S & B Engineers and Constructors.

**Austin Industrial;** Corporate Office, Houston, Texas

**Vice President of Operations**

**2009-2010**

- Responsible for all construction projects in all industries.
- Provide executive oversight for specific maintenance customers.
- Responsible for profit and loss, execution of the work, employee development, estimating, customer relations, and developing new opportunities.

**Zachry Holdings, Incorporated;** Corporate Office, San Antonio, Texas

**Senior Operations Manager**

**2008-2009**

- Pre-construction responsibility for power, refining, chemical, gasification and other related process projects.
- Responsible for the execution of select projects.
- Primary responsibilities, during the pre-construction phase, were to manage and coordinate the estimating, contract execution, execution planning, project controls and other support activities prior to mobilization.
- Also responsible for safety, customer and partner relationships, quality, field execution, cost, schedule and profitability for the projects managed. The projects were a combination of lump sum and reimbursable.

**General Manager, Industrial Services Group**

**2000-2007**

- Oversaw administration and execution of the Industrial Services Group services with Chevron Phillips, ConocoPhillips and other customers.
- Ensured all work was done with the highest regard for quality and safety, and coordinated efforts of operations participants – customer, account manager, subcontractors, etc.



# Greg D. Atteberry

Page 2

- Responsible for profitability, execution of work, safety, customer relations, market growth and development of key managers.
- Responsible for approximately \$125M in annual revenue.

## **Director of Operations, Industrial Services Group** **1999 – 2000**

- Responsible for operations, staffing, estimating, project controls and execution of the work for approximately forty sites in the division.
- Cultivated a satisfied and loyal clientele and promoted fast, efficient, effective delivery of quality services.
- Enhanced Zachry's corporate reputation for integrity and professionalism, while meeting financial and safety goals.

## **Account Executive, Industrial Services Group** **1997 – 1999**

- Responsible for profitability, safety, customer relations, contract negotiations, and execution of the work for eight locations with total annual revenues of approximately \$50 to \$60M.

## **Brown & Root, Inc**

### **Senior Project Manager** **1975 – 1997**

- Began a twenty one year career with Brown & Root as a pipe fitter, progressing to foreman, general foreman, superintendent, and project engineer.
- During the first eleven years of employment, worked on and managed construction projects.
- The last ten years I was a senior project manager in the maintenance division.

## **U.S. Army**

### **Police Investigator** **1972 – 1975**

- Stationed in Frankfurt, Germany and served as Military Police Investigator.
- Honorably discharged with the rank of Sergeant E-5.

## **EDUCATION**

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### **B.B.A., Business and Industrial Management** **1981**

University of Houston, Clear Lake, Texas

## **EXECUTIVE MANAGEMENT SCHOOLS**

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- Darden, The Graduate School of Business Administration - The University of Virginia
- Our Lady of the Lake University - The School of Business and Leadership
- Rice University
- McCombs School of Business - The University of Texas

## **INDUSTRY & COMMUNITY BOARDS**

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- Texas City Safety Council
- Association of Builders and Contractors
- SA Youth, a United Way Agency

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Laura Flores
- Home Address 17202 Oak Cliff Circle, Dripping Springs, TX 78620
- Business Name and Address Pearson, 3800 Quick Hill Road, Austin, TX 78728
- Phone Number (210)296-4063
- E-mail address [REDACTED]

- Resume and professional bio are attached here.
- Resume and professional bio are attached elsewhere in the application (indicate Attachment number) \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.
- Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
Served 3 years on board of Center on Independent Living (COIL), current board secretary for Hays County Coastal Conservation Association
7. Describe the specific knowledge and experience that you would bring to the board.  
Background in banking as well as experience in working with state educational agencies

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.
2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

**Disclosures**

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.  
None

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or



program charters including dates, charter schools/charter holders, addresses and positions held:

No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, Laura A. Flores, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Laura A. Flores

Signature

3-20-14  
March 20, 2014  
Date

#### VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 YOUR NAME GOES HERE appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)





# Laura A. Flores

17202 Oak Cliff Circle, Dripping Springs, TX 78620 210.296.4063 (cell) [REDACTED]

## Summary

Over ten years of sales and/or banking experience. Possess strong communication and analytical skills.

## Work Experience

### Pearson, Inc.

#### Scoring Director

March 2012– present

- Responsible for facilitating the accurate and timely delivery of state and district wide learning assessments.
- Communicating with customer representatives and responding to customer needs.
- Conducting initial and continual training of large groups to ensure adherence to state criteria.
- Monitor work assignments, attendance, insure quality of work, and recommend actions for improvement.
- Providing effective leadership of team of supervisors and scorers.
- Communicating with HR and site management about project expectations and progress.

### Colonial Life

#### Benefits Counselor

April 2011– April 2012

- Developed clientele by networking with business owners to offer their employees a voluntary insurance plan at the workplace.
- Responsible for seeking out new clients and growing existing clients for a set of insurance products including accidental, disability, life, cancer, long-term care, and hospital confinement sales.

### Physicians Mutual

#### Licensed Insurance Agent

February 2010 – November 2010

- Responsible for seeking out new clients and growing existing clients for a set of insurance products including medicare supplement, life, cancer, long-term care, dental, and annuity sales.

### Frost National Bank

#### Assistant Vice President - Asset Review

July 2007 – October 2009

- Responsible for evaluating the accuracy of loan portfolio risk grades, quality and effectiveness of the loan portfolio management process
- Analyzed commercial loans, non-profit and governmental financing for credit risks and documentation adequacy.
- Evaluated compliance with laws, regulations, and policies.
- Organized and led internal bank examinations.
- Communicated findings and conclusions to senior bank management
- Examiner in charge of Bank Region with approximately \$750 million in commercial loan commitments.

#### Relationship Banking Officer - Commercial Real Estate Lending

December 2004 - July 2007

- Responsible for managing a portfolio of commercial real estate clients consisting of commercial builders, and investors.
- Developed new business for Frost by expanding existing client relationships and bringing new relationships into the Bank.

- Effectively worked with key contacts from other areas of the Bank to send and accept referrals.
- Assisted other commercial real estate relationship managers in the financial analysis of potential and existing clients and the preparation of loan packages for approval and loan processing.

*Associate Relationship Manager - Commercial Lending* June 2000 - December 2004

- Responsible for evaluating the financial strength and operations of potential and existing commercial client in the preparation of loan packages for Bank approval.
- Monitored status of team loan portfolio noting exceptions, credit enhancement or degradation, and future maturings.
- Maintained customer relations through calls and visits to potential and existing clients.

*United Way of San Antonio and Bexar County - Loaned Executive*

August - December 2005

- Worked with United Way Staff to analyze and develop strategies to grow employee campaigns of several local accounts.
- Worked with employee campaign managers to develop, organize, and conduct company campaigns in an effort to raise funds from employee groups for a variety of community programs and services.
- Served as the United Way representative at employee meetings. Answered employees' questions and addressed issues and concerns of existing and potential donors.
- Developed firsthand knowledge of San Antonio's social service agencies and the programs they offer.

***Education***

*Bachelor of Business Administration* May 2000

Concentration: Finance

Texas A&M University College Station, TX

***Professional and Civic Organizations***

SA Youth - Board Member; Finance Committee member (5 years), former Executive Board Member  
Capital City A&M Club, Hays County CCA - Board Secretary

***Computer Skills***

Extensive knowledge of all Microsoft Office components (i.e. Word, Excel, Power Point) and Microsoft Works, Lotus Notes, Crystal Reports, as well as various other software applications.

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Jay K. Farwell  
Home Address 1800 Broadway, #2218, San Antonio, TX 78215  
Gardner Law, 745 E. Mulberry Ave., Suite 500, San Antonio, TX 78212  
Business Name and Address Antonio, TX 78212  
Phone Number (210) 733-8191  
E-mail address jkf@tglf.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
Prior legal representation of school district and aggrieved parties against school districts.
7. Describe the specific knowledge and experience that you would bring to the board.  
Legal compliance, dispute resolution, parent, and former student who got an education through drive, sacrifice and will power.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.
2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

3. Indicate  
whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

5. If the  
school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.



Shareholder in Gardner Law, a Texas Professional Corporation

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

My spouse, Kelley Farwell, is also a member of the board of directors of SA Youth

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

**Certification**

I, Jay K. Farwell, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature

March 24, 2014  
Date

**VERIFICATION**

State of Texas

SA Youth YouthBuild Academy

Page 3 of 4



County of Bexar

On this day, March 24, 2014 Jay K. Farwell appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 24<sup>th</sup> day of March, 2014

(Notary Public) Lola Marie Martinez

My commission expires 4/15/14

(SEAL)



**Jay K. Farwell**  
Shareholder

jksfarwell@gardner.sa.com



An experienced trial lawyer, Jay K. Farwell has tried numerous cases to verdict in state and federal courts throughout Texas. He has successfully represented claimants and defendants in litigation and arbitrations involving construction defects, breach of contract, payment and performance bond claims, and construction delays. Mr. Farwell's business and commercial experience includes handling disputes in the areas of deceptive trade and fraud, warranties, breach of fiduciary duties, professional negligence, insurance coverage, infringement of intellectual property rights, shareholder disputes, employment matters, bankruptcy, and defamation claims. A certified mediator, he has mediated numerous complex business and other disputes to resolution. Prior to joining Gardner Law in 1997, Mr. Farwell served as a Briefing Intern for the Texas Court of Appeals for the Third District in Austin, and then practiced in the commercial litigation and appellate areas with another San Antonio firm.

**Practice Areas:**

- Construction
- Commercial

**Activities and Memberships:**

- State Bar of Texas
- William S. Sessions American Inns of Court

**Admitted to Practice:**


- State Bar of Texas, 1982
- United States District Courts for the Western and Northern Districts of Texas

**Education:**

- Texas Tech University School of Law, J.D. 1992
- The University of Texas, B.A. Government 1988

**BOARD MEMBER BIOGRAPHICAL AFFIDAVIT**

**Background**

- 1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
- 2. Full name Andrea Nichole Nocito
- Home Address 2122 Bedford Stage
- Business Name and Address San Antonio, TX 78213
- Phone Number 415 385 5351
- E-mail address 

- Resume and professional bio are attached here.
- Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
- 3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
- 5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
- 6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
N/A, with my strategic and planning experience, I'll allow
- 7. Describe the specific knowledge and experience that you would bring to the board. for appropriate financial and strategic planning that allows for marketing, oversight etc

**School Mission and Program**

- 1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
- 2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
- 3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
- 4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

**Governance**

- 1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.



2. How will you know if the school is successful at the end of the first year of operation?  
By the number of students being retained, enrolled and graduated.
3. How will you know at the end of four years of the school is successful?  
By a growing enrollment, retention rate, and other success factors such as graduation.
4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?  
Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.
5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?  
Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

**Disclosures**

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.  
 I / we do not know these individuals  Yes  
Currently serve on the agency board together.
2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.  
 I / we do not know any such employees  Yes  
No school employees are proposed at present.
3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.  
 I / we do not know any such persons  Yes
4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.  
 Not applicable because the school does not intend to contact with an education service provider or school management organization.  
 I / we do not know any such persons  Yes
5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.  
 N/A  I / we or my family do not anticipate conducting any such business  Yes
6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.  
 Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

see resume - only personal business

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:

No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, Andrea N. Nocito, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Andrea N. Nocito

Signature

March 20, 2014

Date



VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 Andrew Nulito  
YOUR NAME GOES HERE appeared before me the undersigned  
notary public and deposed that he/she executed the above instrument and that the statements and  
answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017



**Andrea N. Nocito**

Résumé

LSAC Account #L33097391

### **KEY SKILLS**

- Solution Planning and Deployment – Develop and implement solutions for improving environmental conservation and preservation to achieve optimization and efficiency goals reducing overhead costs through various solutions:
  - Behavioral modifications – Consolidated working hours, manufacturing line efficiencies, decreased redundancies, and open/close procedures for retail facilities for both building retrofits and new construction.
  - Energy efficiency – Lighting retrofits (compact fluorescent, light emitting diode, daylighting), heating, air conditioning, and ventilation operation improvements and monitoring, weatherization on doors, windows, roofing insulation, and when applicable, wall insulation, EnergyStar appliances and equipment such as SEER 16+ HVAC equipment, warehouse generators, refrigeration equipment. Solar panel and natural gas projects as appropriate.
  - Water efficiency – WaterSense appliance retrofits such as faucets, refrigeration equipment, water heaters, washers, commodes, and rainwater harvesting technology.
  - Indoor air quality – Increased filtration devices, air circulation technologies, and biological inputs.
- Internal and External Communications – Communicate with internal and external stakeholders in environmental conservation and preservation programs to achieve stakeholder engagement and satisfaction.
- Team Management – Manage internal team members and vendors/contractors to achieve program success including budgets and schedules.
- Impact Assessment – Assess the potential and existing environmental impacts of development projects and business operations through auditing and technical analysis.
- Systems Knowledge – Understanding and frequent use of the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), US Environmental Protection Agency's (EPA) EnergyStar and WaterSense programs, Department of Energy's (DOE) Better Buildings program, Forest Stewardship Council certification, US Green Building Council's Leadership in Energy and Environmental Design certifications, and California Global Warming Solutions Act (AB 32).

### **EXPERIENCE**

*Business Development Specialist, Energy*

*2011-Present*

*University of Texas at San Antonio, Institute for Economic Development*

*Energy Saving Solutions Program*

- Assisted over 100 small businesses in reducing utility use through energy audits helping to lower overhead expenses while improving profitability, helping with utility rebates, revising rate structures (when appropriate) and applying for state and federal tax incentives.
- Clients included retail, office, distribution and manufacturing commercial spaces ranging in size from 900 to 150,000 square feet at one or more facilities across varying climate conditions.
- Each energy audit included a customized assessment and recommendations for improving energy efficiency that included no-cost, low-cost, and long-term investment priorities.

**Andrea N. Nocito**

Résumé

LSAC Account #L33097391

Page 2

Average client energy savings ranged from 10% (behavioral modifications alone) to 40% (full implementation of all energy efficiency recommendations) above baselines.

- Tracked clients' implementation of energy efficiency recommendations through energy and greenhouse gas management systems, and ongoing energy consumption post project implementation, providing additional recommendations for increasing energy efficiency.
- Assisted in supervision of graduate students from the Colleges of Architecture and Engineering.
- Managed project schedule and assisted with management of project budget.

*Eagle Ford Shale Business to Business Program*

- Assist small businesses in understanding the natural gas industry, in particular, shale activities and identify market opportunities through leveraging products, technologies and services to oil and gas companies.
- Clients include retail, manufacturing and professional service companies looking to participate in the commerce with oil and gas companies, or ancillary market needs across the Eagle Ford Shale play (and to some extent, other plays across the United States).
- Serve as an advisor and educator on environmental (air quality, water conservation, fleet conversion, infrastructure implementation, etc.) considerations within the Eagle Ford Shale play to small businesses and communities across the shale.
- Manage project schedule and assist with management of project budget.

*Mayor's Appointee*

2012-Present

*Citizen's Environmental Advisory Committee, City of San Antonio*

- Coordinate with City of San Antonio's Office of Sustainability to provide recommendations to the Mayor and City Council on environmental projects and opportunities.
- Serve as community forum member offering input to progress San Antonio's environmental sustainability in keeping with the approved "Mission Verde" environmental plan, which offers long-term environmental initiatives designed to encourage future development that is economically, environmentally, and socially responsible.

*Board Member*

2012-Present

*San Antonio Youth Centers*

- Provide financial and strategic oversight.
- Conduct fundraising activities and contribute to the financial success of the non-profit including grant funding.

*Owner, Sustainability Consultant*

2010-Present

*EcoStrategies*

- Advise residential and non-profit clients on maximizing limited budgets while making improvements to buildings and daily operations through energy, water, and waste stream audits and conservation strategy deployment. Indoor air quality assessments and sustainable purchasing techniques also provided.



**Andrea N. Nocito**

Résumé

LSAC Account #L33097391

Page 3

- Average client energy, water, and waste stream conservation ranges from 5% (behavioral modifications alone) to 55% (implementation of nearly all efficiency recommendations) above baselines.
- Serve as sustainability consultant assessing baseline conditions, educating clients on baseline data to inform goal and budget setting, recommending improvements and assisting clients with contractor selection and project implementation.
- Assist in management of contractors and vendors and manage client budgets and project schedules.
- Assist clients with utility rebates, revised rate structures (when appropriate) and state and federal tax incentives.
- Track clients' implementation of sustainability recommendations through energy, water and greenhouse gas management systems, ongoing energy, water, and waste consumption post project(s) implementation and continue advising as needed.

*Volunteer*

*2010 - Present*

*Team in Training, Leukemia and Lymphoma Society*

- Raised nearly \$10,000 to date for cancer research, patient care and advocacy.

*Online Journalist*

*2008-2010*

*MatterNetwork*

- Conducted research on environmental topics such as energy efficiency, renewable energy, water efficiency, climate change, green infrastructure and buildings, sustainable investing, and other environmental technologies.
- Visit [www.matternetwor.com](http://www.matternetwor.com), use the search term "Andrea Nocito" to view news articles.

*Senior Associate/Consultant*

*2006-2010*

*CirclePoint*

- Provided technical assessment of potential environmental impacts (biological, water, waste, utility, air pollution and climate change contributions, community and cultural/historical resources), development of mitigations appropriate for assessed environmental impacts under creation of environmental impact assessment reports for national, state and local authority regulations in response to project developer/owner and government projects.
- Initiated and orchestrated public outreach activities that included traditional and innovative marketing strategies for increasing community engagement with elected officials, governmental authority staff, sensitive environmental justice communities and other stakeholders.
- Supervised four junior associates.
- Managed client budgets and project schedules.

**Andrea N. Nocito**

Résumé

LSAC Account #L33097391

Docent/Volunteer

California Academy of Sciences

Page 4

2008-2009

- Educational docent providing tours of the museum, the largest Leadership in Energy and Environmental Design (LEED) Platinum building in the county and one of the largest green roofs in existence.

Assistant Account Manager

2006

Randstad/Harcourt Assessment

- Managed 400 temporary employees under 10 designated projects.
- Wrote and implemented employee-client relations communications.
- Assisted with payroll processing and account reconciliation.
- Implemented recycling and waste reduction strategies for Randstad team.

Legal Assistant

2002-2006

Law Offices of Carol Bertsch and Law Offices of Russell Amsberry

- Drafted legal pleadings and client correspondence.
- Assisted with bookkeeping.
- Managed special projects including marketing and business development activities, recycling and energy conservation.

**EDUCATION**

Masters of Science, Environmental Management, *Cum Laude*

University of San Francisco

2006-2008

*Promoting Sustainability in Buildings: An Analysis of the Environmental Attributes of Green Roofs.*

Bachelors of Arts, English Communications Arts with Business Concentration, *Cum Laude*

St. Mary's University

2001-2005

Leadership in Energy and Environmental Design, Green Associate

US Green Building Council

2011

**AWARDS**

San Antonio Business Journal's 40 Under 40 Rising Star Award

San Antonio Business Journal's Going Green Awards

International Economic Development Council's Sustainable and Green Development Award

**PUBLICATIONS**

"Resolve to reduce-reuse-recycle"

*San Antonio Current, 2013*

"Going Green & Saving Green with Your Eco-Friendly Wedding" *San Antonio Current, 2012*

"Sustainability Savvy"

*San Antonio Business Journal, 2012*



**Andrea N. Nocito**

Résumé

LSAC Account #L33097391

Page 5

“Institute Powers Up Energy Saving Solutions Program” *San Antonio Business Journal*, 2011

“Green Innovation Spawns Eco-Business Zone” *MatterNetwork*, 2008 – 2009

“California’s Water Problems Reflect Global Challenges” *MatterNetwork*, 2008 – 2009

More publications are available at [www.matternetwork.com](http://www.matternetwork.com) using search terms: Andrea Nocito.

**PROFESSIONAL PRESENTATIONS AND PUBLIC SPEAKING**

*Single Use Plastic Bags Interview with H.E.B. Grocery & Texas Public Radio*

Affiliate of National Public Radio airing 11/19/2013

*Single Use Plastic Bags and Their Potential Ban* KSAT 12 News: <http://bit.ly/17x3T6v> 2013

*Sustainability in Your Non-Profit* Social Security Administration, 2013

*About the Eagle Ford Shale and Small Business Opportunities*

Alamo Area Council of Governments, 2013

*Supply Chain Purchasing in the Energy Market*

American Small Business Development Centers, 2013

*Improving the Bottom Line with Sustainability*

APICS International Conference, 2012

*Supply Chain Purchasing and Waste Reduction Methods*

VIA Metropolitan Transit, 2012

*Saving Energy in Your Small Business*

Accion Texas, Asian Chamber of Commerce of San Antonio, Boerne Chamber of Commerce, Building Owners and Management Association, Business Opportunities Council of San Antonio, Greater San Antonio Chamber of Commerce, Leon Valley Chamber of Commerce, North Chamber of San Antonio’s Sustainability Committee, Randolph Brooks Federal Credit Union, San Antonio Business Opportunities Council, San Antonio Manufacturers Association, Small Business Administration’s 2010 Jobs Act Conference, South San Antonio Chamber of Commerce, Texas Green Network, University of Texas at San Antonio Sustainable Business Program, WeLead San Antonio, Westside Economic Development Corporation, 2011-2012

Guest Lecturer on Renewable Energy

University of Texas at Brownsville, 2011

*Green Building for Energy Efficiency*

Alamo Community Colleges, 2011

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Shanti Day  
Home Address 10510 Auldine Dr, San Antonio, TX 78230  
Heard & Smith, LLP, 3737 Broadway, Suite 310, San Antonio, TX 78209  
Business Name and Address Antonio, TX 78209  
Phone Number 210-391-9774  
E-mail address [REDACTED]
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.
7. Describe the specific knowledge and experience that you would bring to the board.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.
2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or



program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

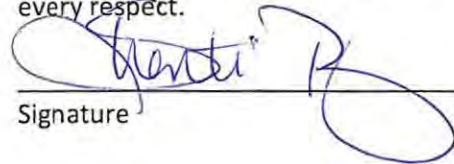
Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

**Certification**

I, Shanti Day, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

  
Signature

March 20, 2014  
Date

VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 Shanti Day appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)





## SHANTI DAY

10510 Auldine

San Antonio, Texas 78230

(210) 391-9774 *mobile*

Email: [REDACTED]

### EDUCATION

**St. Mary's University School of Law**, San Antonio, Texas

Juris Doctorate, 2006

Phi Delta Phi Honor Society, member

**The University of Phoenix**, Denver, Colorado

Master of Arts in Organizational Management, 2002

**The University of Texas at Austin**, Austin, Texas

Bachelor of Arts, Major: Sociology; Minor: Anthropology, 1997

### RELEVANT EXPERIENCE

**Heard & Smith, LLP**

February 2011 – present

*Contract Brief Writer*

*Staff Attorney*

Initially contracted to write legal briefs for clients for a period of 6 months.

In July 2011, was hired permanently to serve in a newly created department representing clients across the country, and to act as in-house staff attorney. Assisted in growing the department from less than 50 hearings per month to over 500 hearings per month in October 2013. During that time, expanded briefing program to include over 20 attorneys and 3 law students. Continued to represent clients before the Social Security Administration.

**Davis Law Firm**

February 2009 – October 2010

*Division Director / Attorney*

Responsible for effective management of all Social Security cases to include representation of clients before Administrative Law Judges and preparation of briefs for administrative.

Represented clients in various cities in Texas, Louisiana, Missouri and New Mexico.

For a period of 18 months acted as Director of the Department. Successfully grew the department – increasing intakes three-fold and more than doubled cases pending hearing. Engaged in long-term planning for the department. Responsible for all personnel actions including hiring, employee reviews and terminations.

**Law Office of Ed Goldner**

February 2007 - February 2009

*Attorney*

Responsible for effective management of all Social Security cases to include representation of clients before Administrative Law Judges, preparation of briefs for administrative appeal and federal lawsuits, and administrative review of new cases and collections. Supervised up to two paralegals in the preparation of cases.

**Bexar County Civil District Court**

February 2004 – March 2006

***Lead Legal Intern***

Conducted legal research for staff attorney and District judges, prepared orders, assisted staff attorney in court, answered queries from the general public. Research topics included judicial bypass legislation, rights of pro-se litigants, default and summary judgments, foreclosures, venue transfers, and mandamus brief for the 4<sup>th</sup> Court of Appeals.

**ORGANIZATIONS AND MEMBERSHIPS**

State Bar of Texas, admitted 2006

Western District of Texas, admitted 2007

Alpha Home, Board of Directors (2007 - present)

Currently Serving as Parliamentarian & Secretary

WE Lead (2009 - 2012)

RMI, Board of Directors (2010 – 2012)

San Antonio Bar Association (2011-present)

National Organization of Social Security Representatives (2011-present)

American Associate of Justice (2012-present)

San Antonio Moms of Multiples (2012-present)

Currently serving on the Executive Board as Newsletter Editor

**COMMUNITY ACTIVITIES AND RECOGNITION**

Bexar County Women's Bar Bench Brunch Committee (2004, 2005, 2007)

Just Take One, volunteer attorney (2006-present)

Team in Training for Leukemia & Lymphoma Society (2009-2012)

Team in Training Executive Leadership Council (2012)

Alpha Home Annual Fundraising Luncheon Chair (2009, 2010)

2013 S.A. Law Rising Star

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve  
SA Youth YouthBuild Academy
  2. Full name  
Joseph Maratea  
Home Address  
19407 Bridge Oak San Antonio, TX. 78258  
Business Name and Address  
Valero Marketing and Supply One Valero Way  
Phone Number  
210-345-2170  
E-mail address  
Joe.maratea@valero.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.  
I have board experience on SA Youth, I feel my 13 years of knowledge on that board would help.
  7. Describe the specific knowledge and experience that you would bring to the board.  
I have knowledge as a business person on how to run a organization as well as knowing what needs to happen on a board of this nature.

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

---

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

#### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

7. List all business or organizations of which you are a partner or in which you have a majority interest.

---



8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?  
 Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?  
 Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?  
 Yes  No If so, give details.

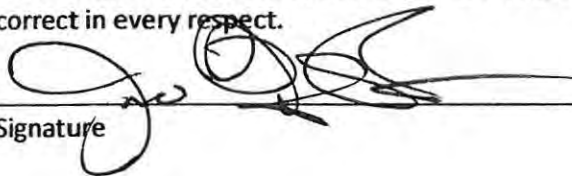
Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?  
 Yes  No If so, give details.

**Certification**

I, Joseph Maratea, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.

Signature



March 20, 2014  
Date



State of Texas

County of Bexar

On this day, March 20, 2014 YOUR NAME GOES HERE appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) Sarah E. Jackson

My commission expires 9-11-15

(SEAL)



No one is more focused than Joe Maratea on making a project come together in problem solving, surpassing client expectations, and motivating teams to execute the vision and exceed goals.

*“As a Marketing Executive leader, I always try to listen to people’s vision, successes and contributions so that I am able to provide them with the best tools and guidance which bring victorious outcomes for our community.”*

Joe Maratea serves as Vice President of Unbranded Wholesale Marketing. He has led numerous initiatives to improve the company’s marketing business activities since joining Valero in 1999 as Director of Wholesale Marketing. He has extensive commercial and managerial experience, working nearly 45 years in the oil industry. He serves in a variety of increasingly responsible management positions in Marketing, Supply, Trading, Distribution and Business Operations.

Before joining Valero, he held the positions, President of Wholesale Supply for Springfield Terminal and Manager of Wholesale and Supply Trading for Santa Fuel. Joe had the opportunity to be a part of Springfield Terminal start up efforts. The benefits Joe brought to Santa Fuel were substantial. He helped increase territory which improved operating profit and accounts. Throughout his career, Joe has brought the vision, energy and innate talent to engage people at every level which have benefitted his companies immeasurably by instilling loyalty and excitement across organizations. Managers he’s mentored have described him as being the best leader, “true gentlemen” and respect him for his honesty, integrity and dedication.

Joe proudly extends his leadership insight to his community and has a true passion for charitable endeavors benefitting youths and children. Joe has served on the Board of Directors of San Antonio Youth Center since 2002. He’s raised thousands of dollars and brought hundreds of volunteers to support SA Youth Centers program development for the efforts in prevention and recovery of San Antonio high school dropouts. Since joining SA Youth Board, centers have increased from two to 17 locations with annual operating budget of \$100,000 in 2002; currently at \$ 7 million. He’s taught CCD classes at his church for ten years. He’s served as a volunteer coach and a member of the Board of Directors for a children’s sports organization and a volunteer coach for Gateway Youth Association.

## BOARD MEMBER BIOGRAPHICAL AFFIDAVIT

### Background

1. Name of charter school on whose Board of Directors you serve SA Youth YouthBuild Academy
2. Full name Bob Benavides  
Home Address 1801 Broadway San Antonio, TX. 78215  
Business Name and Address Sarma 1801 Broadway San Antonio, TX. 78215  
Phone Number 210-710-6183  
E-mail address bbenavides@sarma.com
- Resume and professional bio are attached here.  
 Resume and professional bio are attached elsewhere in the application (indicate Attachment number). \_\_\_\_\_
3. Indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation.  
 Does not apply to me  Yes

- 
4. What was your motivation to serve on the board of the proposed charter school?  
To help in the development of inner-city youth and children.
  5. What is your understanding of the appropriate role of a public charter school board member?  
To provide governance, oversight, financial stewardship, and accountability.
  6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g. other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.
- 
7. Describe the specific knowledge and experience that you would bring to the board.
- 

### School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?  
The YouthBuild Charter School would be a dropout recovery vocational school serving high risk youth.
2. What is your understanding of the school's proposed educational program?  
Direct teach, online teaching, and vocational training classes.
3. What do you believe to be the characteristics of a successful school?  
Strong governance, great teachers, caring staff, and strong financial management and oversight.
4. How will you know that the school is succeeding (or not) in its mission?  
By the number of students graduating, enrollment, and improvement indicators through reporting and evaluation.

### Governance

1. Describe the role that the board will play in the school's operation.  
The Board will provide oversight, governance, financial oversight, policies, and vision/strategic planning for the school.

---

2. How will you know if the school is successful at the end of the first year of operation?

By the number of students being retained, enrolled and graduated.

---

3. How will you know at the end of four years of the school is successful?

By a growing enrollment, retention rate, and other success factors such as graduation.

---

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Ensuring appropriate reporting, financial management, policies, structure and procedures are in place.

---

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

Openly discuss to the entire board of directors and bring to the attention of leadership for immediate action.

---

### Disclosures

1. Indicate whether you (or your spouse) know the other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.

I / we do not know these individuals  Yes

Currently serve on the agency board together.

---

2. Indicate whether you (or your spouse) know any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.

I / we do not know any such employees  Yes

No school employees are proposed at present.

---

3. Indicate whether you (or your spouse) know anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.

I / we do not know any such persons  Yes

---

4. If the school intends to contract with an education service provider or management organization, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.

Not applicable because the school does not intend to contact with an education service provider or school management organization.

I / we do not know any such persons  Yes

---

5. If the school plans to contract with an education service provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.

N/A  I / we or my family do not anticipate conducting any such business  Yes

---

6. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.

Does not apply to me, my spouse or family  Yes

8. List all previous experience with charter schools. Include open-enrollment schools and/or campus or program charters including dates, charter schools/charter holders, addresses and positions held:  
No experience with other charter schools other than partnership with SAISD charter school.

9. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

No.

10. Will you be employed by or contract with the sponsoring entity, the charter school, or the management company of the school?

Yes  No If so, please state the compensation you expect to receive.

Also explain any other compensation you expect to receive for service on the governing body of the sponsoring entity.

None.

11. Is any relative within the third degree of consanguinity (i.e., your parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) or within the third degree of affinity (i.e., your spouse or your spouse's parent, grandparent, great-grandparent, child, grandchild, great-grandchild, sibling, aunt, uncle, niece, nephew) a member of the governing body of the sponsoring entity or of the governing body of the charter school?

Yes  No If so, give details.

Yes, son is a staff member but does not have any reporting lines and also not a direct staff member of the proposed charter school.

12. Will any relative(s) within the third degree of consanguinity or affinity (See definitions in Question 14 above.) be employed by or receive any compensation or remuneration from the sponsoring entity, charter school, or the management company of the charter school?

Yes  No If so, give details.

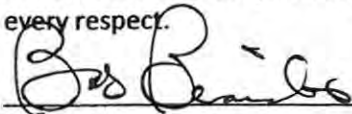
Son of board member serves as a staff member for the agency (not for the charter school) and salary does not get derived from any proposed charter school funding and there is no direct reporting relationship or direct oversight. Decisions regarding salary and benefits for staff member do not involve the related board member.

13. Have you ever been convicted of a misdemeanor involving moral turpitude; a felony; an offense listed in TEC 37.007(a); or an offense listed in Article 62.01(5) Code of Criminal Procedure?

Yes  No If so, give details.

#### Certification

I, Bob Benavides, certify to the best of my knowledge and ability that the information I am providing to the Texas Education Agency as a board member is true and correct in every respect.



Signature

March 20, 2014

Date



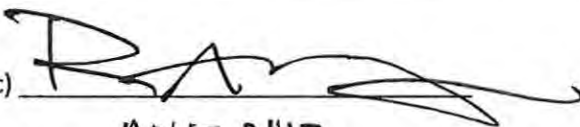
VERIFICATION

State of Texas

County of Bexar

On this day, March 20, 2014 Bob Benavides appeared before me the undersigned notary public and deposed that he/she executed the above instrument and that the statements and answers contained therein are true and correct to the best of his/her knowledge and belief.

Subscribed and sworn to before me this 20<sup>th</sup> day of March, 2014

(Notary Public) 

My commission expires Nov. 19, 2017

(SEAL)



**BIOGRAPHICAL PROFILE  
ROBERTO (BOB) BENAVIDES**

**EMPLOYMENT HISTORY:**

- February 2001    **SARMA Management Corporation, San Antonio**  
**President and Chief Executive Officer**
- Responsible for the long term stability, growth and profitability of the Corporation
- 1999 - 2000    **San Antonio Retail Merchants Association, San Antonio**  
**Executive Vice President/Chief Operating Officer**  
**Member of Management Committee**
- Responsible for the day-to-day management, staffing and budgeting of all departments
  - Coordinated the sale of the SAMA database to Trans Union in the fall of 2000.
- 1996 - 1999    **San Antonio Retail Merchants Association, San Antonio**  
**Senior Vice President**  
**Member of Management Committee**
- Responsible for the day-to-day management, staffing, budgeting and planning for credit reporting, mortgage reporting, information services and sales divisions.
- 1994 - 1996    **General Sales Manager and Vice President**
- Responsible for revenue growth derived from a 4,500-customer base, and all facets of sales and marketing in the SARMA market areas.
- 1993 - 1994    **Director of Branch Sales and Marketing**
- Responsible for all sales and marketing for 5 expanded branch offices.
- 1988 - 1993    **Director of Sales – San Antonio Office**
- Responsible for all sales in an established market area.
  - Successfully converted more than 2,500 customers from the Chilton network to the Trans Union network.
  - Acquired three additional markets during the conversion to Trans Union – South Texas, North Texas and the Coastal Bend.
- 1984 - 1988    **Branch Manager – Laredo and Victoria Offices**
- Responsible for the operation of two branch offices.

**BIOGRAPHICAL PROFILE**  
**ROBERTO (BOB) BENAVIDES**

**EDUCATION/TRAINING/CERTIFICATIONS:**

- Principals of Project Management, Holland and Davis, 2001
- Harvard University Executive Curriculum 1997-1999;
- Harvard University Program on Negotiation 1998
- Professional Selling Skills, Trans Union 1997
- Southern Management Institute, Associated Credit Bureaus, Inc. 1992-95,98
- School of Sales and Marketing – ACA 1988
- Exceptional Sales Performance Program – The Forum Corporation (Chilton) 1988
- Face-to-Face Selling Skills Program – The Forum Corporation (Chilton) 1988
- Certified Collection Program – Associated Credit Bureaus, Inc. 1986
- Certified Consumer Interviewer – Associated Credit Bureaus, Inc. 1984
- Laredo Junior College, Laredo, Texas. 1983

**PROFESSIONAL AFFILIATIONS:**

- Chairman of the Board, Consumer Credit Counseling Service of Greater San Antonio 03-present
- Board of Director, Consumer Credit Counseling Service of Greater San Antonio 2002-present
- Board of Director, San Antonio Retail Merchants Association 2001-present
- Dean, Western Management Institute, ACB, 2001
- Board of Director, Associated Credit Bureau, 2000-01
- Member, Trans Union Corporation CRONUS Advisory Committee, 1997,99
- Member, ACB Mortgage Reporting Advisory Committee, 1999-2001
- Speaker, ACB Executive Conference, 1999
- Vice Dean, Southern Management Institute, ACB, 1999
- Member, Associated Credit Bureaus Educational Task Force Committee, 1998
- Trustee, Southern Management Institute, ACB, 1998
- Instructor, Southern Management Institute, ACB, 1998
- Awarded, Trans Union's National CRONUS Excellence in Marketing Award 1996
- President, International Credit Association (San Antonio Chapter), 1990-91
- 1<sup>st</sup> Vice President, Region IV, Credit Management Association of Texas, 1989
- Co-Chairman, Credit Management of Texas, State Credit Conference – Laredo, Texas, 1988
- President, Credit Management Association (Laredo Chapter), 1986, 88

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment D: Assurances

## **Attachment D**

### **Assurances**

**Bilingual Education/ESL, Section 504, and Dyslexia Assurances**

**General Application of Assurances for Federal Programs**

**Special Assurances**

**Special Education Assurances**

**Campaign Contribution Disclosures**



Sponsoring Entity: SA Youth

Proposed Charter School Name: SA Youth YouthBuild Academy

## Nineteenth Generation Charter Application Bilingual Education/ESL, Section 504, and Dyslexia Assurances

*TEC, Chapter 29, Subchapter B, TEC §12.104(b)(2)(G), and 19 TAC §§89.1201-.1265* require charter schools to identify limited English proficient students based on state criteria and to provide an appropriate bilingual education or English as a second language program conducted by teachers certified for such courses.

- A. The charter holder certifies that prior to serving students the charter will have policies and procedures in place ensuring that it complies with the legal and regulatory requirements concerning identifying and providing appropriate educational services to limited English proficient students.

**Check one:**

Yes

No

Section 504 of the Rehabilitation Act of 1973, *29 U.S.C. §794*, prohibits discrimination on the basis of disability in any program receiving federal financial assistance. A recipient that operates a public education program or activity shall provide a free, appropriate public education to qualified individuals.

- B. The charter holder certifies that prior to serving students the charter will have policies and procedures in place ensuring that it complies with the legal and regulatory requirements concerning identifying and providing appropriate educational services to students protected by Section 504.

**Check one:**

Yes

No

*TEC §38.003, TEC §12.104(b)(2)(K), 19 TAC §74.28* and Section 504 of the Rehabilitation Act of 1973, *29 U.S.C. §794*, require charter schools to identify students with dyslexia or related disorders and to provide appropriate educational services.

- C. The charter holder certifies that prior to serving students the charter will have policies and procedures in place ensuring that it complies with the legal and regulatory requirements concerning identifying and providing appropriate educational services to students with dyslexia or related disorders.

**Check one:**

Yes

No

I the undersigned hereby certify that the information contained in this document is, to the best of my knowledge, correct and that the governing body of the charter holder has authorized me to provide these assurances.

Jack Roney

Printed Name of Sponsoring Entity Board Chair

Signature of Sponsoring Entity Board Chair  
(must sign in blue ink)

Date

3/20/14

SA Youth

Name of Sponsoring Entity

74-2333088

FEI No./Taxpayer ID

SA Youth YouthBuild Academy

Proposed Charter School Name

**TEXAS EDUCATION AGENCY**

**Division of Planning and Grant Reporting**

**General Application of Assurances for Federal Programs Administered by the  
U.S. Department of Education**

Authority for Data Collection: 20 USC Section I232e and P. L. 107-110, No Child Left Behind Act of 2001, Title IX, Part C, Section 9306 (a).

Planned Use of Data: The requirements established in United States Code Annotated, Title 20, Education, Chapter 31, Subchapter III, Section I232e stipulate that "Each local education agency which participates in an applicable program under which federal funds are made available to such agency through a State agency shall submit, to such agency or board, a general application containing the assurances set forth in subsection (b) of this section". The requirements of P. L. 107-110, No Child Left Behind Act of 2001, Title IX, Part C, Section 9306 (a) stipulate that "any applicant, other than a State educational agency that submits a plan or application under this Act, whether separately or pursuant to section 9305, shall have on file with the State educational agency a single set of assurances, applicable to each program for which a plan or application is submitted." The application shall cover the participation by the local educational agency, public agency, nonprofit private agency, institution, organization or Indian tribe in all federal programs administered by the U.S. Department of Education.

Instructions: This general application will be in effect for the duration of participation in federal programs until such time as the requirements change. The superintendent or authorized official must sign the certification and return to the address below. Payment for federally funded applications and contracts cannot be made by this Agency until the general application is received. Payments to grantees for current grants may be delayed if the General Application of Assurances is not received in the time requested. For further information, contact the Division of Planning and Grant Reporting at (512)463-7004.

Certification:

I, the undersigned authorized official for the above-named local educational agency, public agency, nonprofit private agency, institution, organization or Indian tribe in accordance with 20 USC Section 1232e and P. L. 107-110, No Child Left Behind Act of 2001, Title IX, Part C, Section 9306 (a), hereby apply for participation in federally funded education programs.

I certify that the above-named local educational agency, public agency, nonprofit private agency, institution, organization or Indian tribe will adhere to the assurances stated on the reverse side of this form.

Typed Name of Authorized Official or Charter Holder	Date	Telephone	Authorized Original Signature (blue ink)	
Jack Roney				
Typed Title of Authorized Official of Charter Holder				
Board Chair	3/17/14	210-223-3131		
Address of Charter Holder	City		State	Zip Code
P.O. Box 7844	San Antonio		TX	78207



## ASSURANCES

The following assurances are provided in accordance with the United States Code Annotated, Title 20, Education, Chapter 31, Subchapter III, Section 1232e and P. L. 107-110, No Child Left Behind Act of 2001, Title IX, Part C, Section 9306 (a):

### Assurance is hereby given that

- (1) the local educational agency will administer each program covered by the application in accordance with all applicable statutes, regulations, program plans, and applications;
- (2) the control of funds provided to the local educational agency under each program, and title to property acquired with those funds, will be in a public agency and a public agency will administer those funds and property;
- (3) the local educational agency will use fiscal control and fund accounting procedures that will ensure proper disbursement of, and accounting for, Federal funds paid to that agency under each program;
- (4) the local educational agency will make reports to the Texas Education Agency or State Board of Education and to the Secretary of Education as may reasonably be necessary to enable the Texas Education Agency or State Board of Education and the Secretary of Education to perform their duties and the local educational agency will maintain such records, including the records required under section 1232f\* of this title, and provide access to those records, as the Texas Education Agency or State Board of Education or the Secretary of Education deem necessary to perform their duties;
- (5) the local educational agency will provide reasonable opportunities for the participation by teachers, parents, and other interested agencies, organizations, and individuals in the planning for and operation of each program;
- (6) any application, evaluation, periodic program plan or report relating to each program will be made readily available to parents and other members of the general public;
- (7) in the case of any project involving construction-
  - (A) the project is not inconsistent with overall State plans for the construction of school facilities, and
  - (B) in developing plans for construction, due consideration will be given to excellence of architecture and design and to compliance with standards prescribed by the Secretary of Education under section 794 of Title 29 in order to ensure that facilities constructed with the use of Federal funds are accessible to and usable by individuals with disabilities;
- (8) the local educational agency has adopted effective procedures for acquiring and disseminating to teachers and administrators participating in each program significant information from educational research, demonstrations, and similar projects, and for adopting, where appropriate, promising educational practices developed through such projects; and
- (9) none of the funds expended under any applicable program will be used to acquire equipment (including computer software) in any instance in which such acquisition results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

### AND

In addition to the above, the following assurances are provided in accordance with P. L. 107-110, No Child Left Behind Act of 2001, Title IX, Part C, Section 9306 (a):

- (1) (A) the control of funds provided under each such program and title to property acquired with program funds will be in a public agency or in a nonprofit private agency, institution, organization, or Indian tribe, if the law authorizing the program provides for assistance to those entities; and  
(B) the public agency, nonprofit private agency, institution, or organization, or Indian tribe will administer the funds and property to the extent required by the authorizing statutes;
- (2) the applicant will adopt and use proper methods of administering each such program, including —
  - (A) the enforcement of any obligations imposed by law on agencies, institutions, organizations, and other recipients responsible for carrying out each program; and
  - (B) the correction of deficiencies in program operations that are identified through audits, monitoring, or evaluation;
- (3) the applicant will cooperate in carrying out any evaluation of each such program conducted by or for the State educational agency, the Secretary, or other Federal officials;
- (4) before the application was submitted, the applicant afforded a reasonable opportunity for public comment on the application and considered such comment.

\* Section 1232f, United States Code, Title 20, Education

## RECORDS

Each recipient of Federal funds under any applicable program through any grant, subgrant, cooperative agreement, loan, or other arrangement shall keep records which fully disclose the amount and disposition by the recipient of those funds, and the total cost of the activity for which the funds are used, the share of that cost provided from other sources, and such other records as will facilitate an effective financial or programmatic audit.

Sponsoring Entity: SA Youth

Proposed Charter School Name: SA Youth YouthBuild Academy

## Nineteenth Generation Charter Application Special Assurances Document

*The chair of the proposed sponsoring entity shall initial each of the following on this page and the next to indicate an understanding of and a commitment to comply with each of following assurances:*

JR **Open Meetings Requirements:**  
The charter holder assures that all meetings in which charter school business is discussed will be posted to provide public notice, held in an open public forum, and any action items voted upon in a public forum as required by the Open Meetings Act in Government Code, Chapter 551.

JR Furthermore, the charter holder assures that all of the following will be discussed in open meetings and only acted upon with approval of the charter holder board:

- The annual budget and all amendments to the budget,
- Any changes to job descriptions from those submitted in the application for charter, and
- Any changes in compensation from compensation as submitted in the application for charter.

JR **Public Information Requirements:**  
The charter holder assures that information, that is considered public, requested by anyone will be provided in accordance with Government Code, Chapter 552.

JR **Criminal History Check Requirements:**  
The charter holder assures that criminal history checks will be completed in accordance with law and that no person will serve as a member of the governing body of a charter holder, as a member of the governing body of the charter school, or as an officer or employee of an charter school if the person has been convicted of a misdemeanor involving moral turpitude, a felony, an offense listed in TEC 37.007(a) or an offense listed in Article 62.01(5) Code of Criminal Procedure.

JR **Annual Training Requirements:**  
The charter holder assures that all annual training requirements for board members and school administrators will be completed in accordance with law and commissioner rules.

JR **Residential Facilities Monitoring (RFM) System:**  
*The charter holder assures that it understands that, pursuant to 19 Texas Administrative Code (TAC) §97.1072, there is a specific system for monitoring school districts and charter schools that serve students with disabilities who reside in RFs. The charter holder further assures that it understands that it will be required to report data related to students with disabilities residing in RFs in TEA's data collection system known as RF Tracker and that it may be subject to RFM intervention activities and on-site visits based upon a review of the data it reports or on random or other means of selection.*

JR **Special RF Training:**  
The charter holder assures that all personnel involved with serving students with disabilities residing in an RF and personnel involved with reporting data in *RF Tracker* will receive training on the RFM system.



Sponsoring Entity: SA Youth

Proposed Charter School Name: SA Youth YouthBuild Academy

**Admission and Enrollment**


- JR The charter holder assures that parents or prospective students will not be required to attend an interview or meeting of any kind prior to admitting and/or enrolling a student, or during the time in which the student is enrolled.
- JR The charter holder assures that volunteer hours, or payment in lieu of volunteer hours, will not be required of the parent or guardian as a requirement for student admission or enrollment.
- JR The charter holder assures that there will be no specified days designated for enrollment and/or admission. If space is available, a student will be enrolled and admitted on any day at any time of day and must be counted as and considered a charter student immediately. State law does not allow for a trial enrollment period at a public school.
- JR The charter holder assures that no student auditions will be required prior to enrollment and admission at the charter school unless the charter is originally approved by the State Board of Education (SBOE) as a performing arts school with an audition component or the charter was amended by the commissioner of education to designate the school a performing arts school with an audition component.
- JR The charter holder understands that a student may be ineligible for enrollment at a charter school based on a history of a criminal offense, a juvenile court adjudication, or discipline problems under Texas Education Code (TEC), Chapter 37, Subchapter A, only if the enrollment prohibition was specifically approved by the SBOE when the charter was originally awarded, or if the charter was amended by the commissioner of education to allow this enrollment prohibition. It must be noted that the enrollment prohibition is not allowed for any prior discipline problems, but only those specified in TEC, Chapter 37, Subchapter A.

**Withdrawal and Expulsion Issues**

- JR The charter holder understands that only the parent or guardian may withdraw a student from the charter school, and the only time charter administrators may withdraw a student and use administrative withdrawal as the leaver code is in the rare instances when:
  - a student is withdrawn by the district because the district discovers, when verifying enrollment information, that the student was not a resident of the district at the time of enrollment;
  - the district discovers that the student has falsified enrollment information;
  - proof of identification is not provided; or
  - immunization records are not provided.
- JR The charter holder understands that a student who fails to comply with the charter school's student code of conduct may not be administratively withdrawn. If a student commits an expellable offense, as outlined in the student code of conduct, the charter holder further understands that charter administrators may expel the student only after due process has been afforded the student, and the charter holder board has determined that expulsion is the appropriate consequence.
- JR The charter holder understands that it has an obligation to notify the school district in which the student resides within three business days of any action expelling or **withdrawing** a student from the charter school. See 19 TAC §100.1211 (c).

***I the undersigned hereby certify that the governing body of the charter holder has authorized me to provide these assurances as noted by my initials on this and the previous page.***

Jack Roney  
Printed Name of Sponsoring Entity Board Chair

  
Signature of Sponsoring Entity Board Chair

3/17/2014  
Date



Sponsoring Entity: SA Youth

Proposed Charter School Name: SA Youth YouthBuild

**Nineteenth Generation Charter Application  
Special Education Assurances and Development of Policies and Procedures**

Pursuant to the Individuals with Disabilities Education Improvement Act (IDEA 2004) Section 613 (a) (1), each charter school must have on file with the Texas Education Agency (TEA) a plan that provides assurances that it has in effect policies, procedures and programs consistent with State policies and procedures governing special education. Charter schools are required to develop plans using the online Legal Framework for the Child-Centered Process following the guidance below. Posting plans on the Legal Framework is not required, but is strongly encouraged.

**Electronic Submission**

Region 18 Education Service Center (ESC) in coordination with other ESCs provides leadership to the State in the electronic development of charter policies and procedures through the online **Legal Framework for the Child-Centered Process Phase IV: "Charting the Course"** (Legal Framework-Phase IV) at <http://framework.esc18.net/>.

**Applicant Assurance Statement**

The sponsoring entity's CEO must sign the assurance statement below certifying that the proposed charter school will have in place upon opening the above-described special education policies and procedures. Once the contract is issued and a county district number is assigned, the charter holder will develop its policies and procedures through the online Legal Framework.

**Future Updates to Policies and Procedures**

Charters will use the Legal Framework for developing and submitting updated policies and procedures assurances in the future. Guidance from ESCs on updates to policies and procedures will be ongoing.

**Technical Assistance**


For questions concerning or information about the electronic submission of charter policies and procedures, please consult with your regional ESC special education contact at <http://www.tea.state.tx.us/special.ed/escinfo/contact.html>.

**Assurance Statement**

By signing below, the sponsoring entity assures that the proposed charter school will have in place prior to opening policies and procedures that ensure implementation of IDEA 2004 and *all* federal regulations, Texas laws, State Board of Education (SBOE) rules, and commissioner's rules concerning students with disabilities receiving special education services and further assures that any future amendments to the regulations, laws, and rules will be incorporated into policies and procedures and implemented by the charter school.

Jack Roney

Printed Name of Sponsoring Entity Board Chair

  
Signature of Sponsoring Entity Board Chair  
(must sign in blue ink)

3/17/2014

Date

SAS 544-14  
RFA 701-14-104

CAMPAIGN CONTRIBUTION DISCLOSURE

**Instructions:** Complete one form for each member of the sponsoring entity board and any member of the application team that will have a substantial role in the day to day operation of the charter if awarded. Applicants are to disclose any campaign contributions or benefits offered to any individuals running for or elected to a public office for the period January 1, 2004 to the present. In none, complete and submit one form in the name of the application contact person noting N/A on the DATE line below.

Individual making report: Cristina M Heaney  
(Please Print or Type Full Name)

Employer or Company Represented: \_\_\_\_\_  
(Please Print or Type Full Name)

Position/Title: \_\_\_\_\_  
(Please Print or Type Full Name)

Date of contribution or gift: 11-20-13

Amount contribution or gift: \$ 100.00

Name of person receiving contribution or gift: David Oroian

Detailed description of contribution or gift: City Council, District 9

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

Jack Roney  
Print or Type Name of Sponsoring Entity Board President

-  
Date

[Signature]  
Signature of Sponsoring Entity Board President

3/25/14  
Date

## CAMPAIGN CONTRIBUTION DISCLOSURE

**Instructions:** Complete one form for each member of the sponsoring entity board and any member of the application team that will have a substantial role in the day to day operation of the charter if awarded. Applicants are to disclose any campaign contributions or benefits offered to any individuals running for or elected to a public office for the period January 1, 2004 to the present. In none, complete and submit one form in the name of the application contact person noting N/A on the DATE line below.

Individual making report: Craig Randall Pfeiffer  
(Please Print or Type Full Name)

Employer or Company Represented: Self  
(Please Print or Type Full Name)

Position/Title: President  
(Please Print or Type Full Name)

Date of contribution or gift: Feb 2014

Amount contribution or gift: \$ 250

Name of person receiving contribution or gift: Mike Novak

Detailed description of contribution or gift: check. Mike lost in primary so  
won't be holding office

Jack Roney  
Print or Type Name of Sponsoring Entity Board President

—  
Date

[Signature]  
Signature of Sponsoring Entity Board President

3/25/14  
Date



CAMPAIGN CONTRIBUTION DISCLOSURE

**Instructions:** Complete one form for each member of the sponsoring entity board and any member of the application team that will have a substantial role in the day to day operation of the charter if awarded. Applicants are to disclose any campaign contributions or benefits offered to any individuals running for or elected to a public office for the period January 1, 2004 to the present. In none, complete and submit one form in the name of the application contact person noting N/A on the DATE line below.

Individual making report: Andrea N. Nocito  
(Please Print or Type Full Name)

Employer or Company Represented: EcoStrategies  
(Please Print or Type Full Name)

Position/Title: owner  
(Please Print or Type Full Name)

Date of contribution or gift: various dates in 2012

Amount contribution or gift: \$200/yr

Name of person receiving contribution or gift: Barack Obama for President Campaign

Detailed description of contribution or gift: various gifts donations during presidential campaign

JACK M. RONEY  
Print or Type Name of Sponsoring Entity Board President

3/26/14  
Date

[Signature]  
Signature of Sponsoring Entity Board President

3/26/14  
Date



CAMPAIGN CONTRIBUTION DISCLOSURE

**Instructions:** Complete one form for each member of the sponsoring entity board and any member of the application team that will have a substantial role in the day to day operation of the charter if awarded. Applicants are to disclose any campaign contributions or benefits offered to any individuals running for or elected to a public office for the period January 1, 2004 to the present. In none, complete and submit one form in the name of the application contact person noting N/A on the DATE line below.

Individual making report: James G. Lifshutz  
(Please Print or Type Full Name)

Employer or Company Represented: The Lifshutz Companies  
(Please Print or Type Full Name)

Position/Title: Owner  
(Please Print or Type Full Name)

Date of contribution or gift: All attached

Amount contribution or gift: \_\_\_\_\_

Name of person receiving contribution or gift: \_\_\_\_\_

Detailed description of contribution or gift: \_\_\_\_\_

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

JACK M. RONEY  
Print or Type Name of Sponsoring Entity Board President

3/26/14  
Date

[Signature]  
Signature of Sponsoring Entity Board President

3/26/14  
Date

# General Ledger

For the Period of January 2004 Through May 2011

Books = Cash

Property	Post Month	Tran Date	Ctrl	Refer	Payee/Description	Debit	Credit	Balance	Notes/Remarks
Political Donations Personal			7101--0015						
									Beginning Balance ==
xjgl	02/04	02/15/04	K-16736	1000	% Connie Rodriguez,	250.00			Political Contribution
xjgl	02/04	02/27/04	K-16738	1003	Mitakids for Congress	100.00			
xjgl	03/04	03/29/04	K-16739	1004	Art A. Hall Campaign	500.00			
xjgl	06/04	06/02/04	K-16740	1005	Joel Williams Campaign	100.00			Donation on behalf of Bernard L
xjgl	06/04	06/22/04	K-16741	1006	Phil Hardberger for Mayor	1,000.00			Contribution
xjgl	08/04	08/16/04	K-16742	1007	Orlando Lopez-Treasurer	100.00			political donation
xjgl	08/04	08/31/04	K-16743	1008	State Representative	50.00			
xjgl	09/04	09/02/04	K-16744	1009	Rosendo Carranco,	1,000.00			Reception Honoring Henry Cuell
xjgl	10/04	10/25/04	K-16746	1021	attn: Vicky Wady. Ste2400	250.00			State Represenative Robert Pue
xjgl	11/04	11/10/04	K-16748	1024	Paul Elizondo Campaign	100.00			Donation
xjgl	12/04	12/13/04	K-16749	1025	Gerald Lee Campaign	100.00			
xjgl	01/05	01/12/05	K-19551	1026	Tommy Adkisson	1,000.00			
xjgl	02/05	02/07/05	K-19552	1027	Ron Segovia C/O Jose	500.00			
xjgl	02/05	02/16/05	K-19553	1028	Richard Perez Campaign	125.00			james lifshutz campaign contrib
xjgl	03/05	03/25/05	K-19558	1037	Sergio Rodriguez	1,000.00			mar contribution James G Lifshu
xjgl	04/05	04/07/05	K-19559	1038	Chip Haas Campaign	100.00			James G.Lifshutz
xjgl	04/05	04/07/05	K-19560	1039	Orlando Lopez-Treasurer	250.00			James G Lifshutz contribution
xjgl	04/05	04/12/05	K-19561	1040	Aquifer Protection Initiative	50.00			Proposition 1 James G Lifshutz
xjgl	05/05	05/16/05	K-19563	1042	Phil Hardberger for Mayor	1,000.00			contribution
xjgl	05/05	05/16/05	K-19564	1043	Orlando Lopez-Treasurer	100.00			donation
xjgl	07/05	07/28/05	K-14263	1047	Richard Perez Campaign	125.00			Contribution
xjgl	07/05	07/28/05	K-14264	1048	Ciro D. Rodriguez for	100.00			Political Contribution
xjgl	08/05	08/16/05	K-15848	1049	State Representative	50.00			James Lifshutz
xjgl	09/05	09/01/05	K-18781	1050	Henry Cuellar for	500.00			Campaign Contribution
xjgl	09/05	09/07/05	K-19700	1053	Enrique M. Barrera	500.00			Campaign Contribution-James L
xjgl	09/05	09/23/05	K-20917	1054	Barbara Nellermoe	100.00			James Lifshutz
xjgl	10/05	10/21/05	K-21769	1055	Texans for Joe Straus	250.00			Reelection Reception
xjgl	12/05	12/21/05	K-23134	1057	Kirk Watson Campaign	500.00			Dec 2005
xjgl	01/06	01/25/06	K-23808	1058	Ciro D. Rodriguez for	100.00			James G Lifshutz
xjgl	04/06	04/13/06	K-25502	1064	Tommy Adkisson	100.00			Contribution from James Lifshu
xjgl	07/06	07/31/06	K-27592	1065	Henry Cuellar for	1,000.00			James Lifshutz
xjgl	08/06	08/08/06	K-28231	1066	Phil Hardberger for Mayor	1,000.00			James G Lifshutz & Guest Rev
xjgl	08/06	08/28/06	K-28232	1067	Phil Hardberger for Mayor	2,000.00			James G Lifshutz & Guest Rev
xjgl	08/06	08/28/06	K-28235	1067	Texans for Joe Straus	50.00			James G Lifshutz
xjgl	08/06	08/28/06	K-28238	1068	Phil Hardberger for Mayor	1,000.00			James G Lifshutz & Guest
xjgl	09/06	09/01/06	K-28334	1069	Gilliland for Congress	2,100.00			
xjgl	10/06	10/30/06	K-29432	1072	Democratic Party	200.00			
xjgl	11/06	11/22/06	K-29800	1073	Ciro D. Rodriguez for	1,000.00			
xjgl	12/06	12/05/06	K-30007	1074	Friends of Mike Villarreal	500.00			
xjgl	01/07	01/24/07	K-30793	1075	Mary Alice Cisneros	500.00			
xjgl	02/07	02/27/07	K-31338	1077	Roland Gutierrez	250.00			
xjgl	03/07	03/02/07	K-31501	1078	Foundation for the Future	500.00			
xjgl	03/07	03/28/07	K-31880	1079	Diane Cibrian Campaign	100.00			
xjgl	05/07	05/17/07	K-32647	1082	Paul Elizondo Campaign	1,000.00			
xjgl	07/07	07/12/07	K-33586	1083	Mary Alice Cisneros	250.00			James G Lifshutz
xjgl	07/07	07/12/07	K-33587	1084	Diane Cibrian Campaign	250.00			Contribution-James G Lifshutz
xjgl	07/07	07/25/07	K-33732	1085	Northwest Democrats	100.00			Los Tres Caballeros - 2 tickets
xjgl	08/07	08/13/07	K-34119	1086	Roland Gutierrez	100.00			
xjgl	08/07	08/31/07	K-34424	1087	Lourdes Galvan Campaign	100.00			Contribution
xjgl	10/07	10/09/07	K-34987	1089	Sylvia Romo Campaign	100.00			
xjgl	10/07	10/16/07	K-35140	1090	Justin Rodriguez	100.00			

## General Ledger

For the Period of January 2004 Through May 2011

Books = Cash

Property	Post Month	Tran Date	Ctrl	Refer	Payee/Description	Debit	Credit	Balance	Notes/Remarks
Political Donations Personal			7101--0015						
xjgl	10/07	10/23/07	K-35193	1093	Delicia Herrera Campaign	100.00		[REDACTED]	District 6
xjgl	11/07	11/12/07	K-35573	1094	Roland Gutierrez	100.00		[REDACTED]	
xjgl	02/08	02/21/08	K-37151	1106	Ciro D. Rodriguez for	1,000.00		[REDACTED]	
xjgl	03/08	03/14/08	K-37556	1115	Susan Reed for District	250.00		[REDACTED]	Celebration for Susan -Apr 8
xjgl	04/08	04/09/08	K-37883	1126	Lourdes Galvan Campaign	100.00		[REDACTED]	
xjgl	04/08	04/28/08	K-38208	1136	Jennifer Ramos Campaign	100.00		[REDACTED]	Reception 4/30/08
xjgl	08/08	08/04/08	K-39722	1174	Ruth McClendon Campaign	50.00		[REDACTED]	Buckhorn Museum Aug 19
xjgl	09/08	09/29/08	K-40704	1207	Roland Gutierrez	100.00		[REDACTED]	
xjgl	10/08	10/02/08	K-40761	1213	Winning for Women	100.00		[REDACTED]	James G Lifshutz
xjgl	11/08	11/12/08	K-41495	1236	Justin Rodriguez	200.00		[REDACTED]	BD Bash Fundraiser
xjgl	02/09	02/10/09	K-43048	1288	Byron Miller Campaign	250.00		[REDACTED]	Political contribution
xjgl	02/09	02/10/09	K-43049	1289	Elisa Chan Campaign	100.00		[REDACTED]	Political contribution
xjgl	02/09	02/27/09	K-43357	1299	Phil Hardberger for Mayor	500.00		[REDACTED]	
xjgl	03/09	03/18/09	K-43622	1308	Bill White for Texas	1,000.00		[REDACTED]	Political Contribution
xjgl	04/09	04/01/09	K-43761	1310	Henry Cuellar for	100.00		[REDACTED]	Donation
xjgl	04/09	04/01/09	K-43764	1313	Ciro D. Rodriguez for	100.00		[REDACTED]	Donation
xjgl	04/09	04/10/09	K-43898	1324	Van Hollen for Congress	2,400.00		[REDACTED]	Jamie Lifshutz & Holly Muldoon
<del>xjgl</del>	<del>06/09</del>	<del>06/11/09</del>	<del>K-43898</del>	<del>1324</del>	<del>Van Hollen for Congress</del>	<del>2,400.00</del>		<del>[REDACTED]</del>	<del>Reversed by CMR 03082</del>
<del>xjgl</del>	<del>06/09</del>	<del>06/11/09</del>	<del>K-43898</del>	<del>1324</del>	<del>Van Hollen for Congress</del>	<del>2,400.00</del>		<del>[REDACTED]</del>	<del>Reversed by CMR 03082</del>
xjgl	12/09	12/11/09	K-47820	1460	Club Giraud (clubgira)	100.00		[REDACTED]	Club Giraud Party
xjgl	03/11	03/04/11	K-56802	1807	Henry Cuellar for	100.00		[REDACTED]	reception March 24
xjgl	03/11	03/30/11	K-57039	1825	Jennifer Ramos Campaign	250.00		[REDACTED]	Campaign for Councilwomen
xjgl	05/11	05/12/11	K-57849	1869	Tommy Adkisson	250.00		[REDACTED]	Campaign



General Ledger

For the Period of January 2011 Through March 2014

Books = Cash

Property	Post Month	Tran Date	Ctrl	Refer	Payee/Description	Debit	Credit	Balance	Notes/Remarks
Political Donations Personal									7101--0015
								0.00	== Beginning Balance ==
<del>zjgl</del>	<del>03/11</del>	<del>03/27/11</del>	<del>J-1029</del>	<del>171</del>	<del>Thalbar (1000000)</del>	<del>250.00</del>		<del>250.00</del>	<del>San Antonio Luncheon</del>
<del>zjgl</del>	<del>05/11</del>	<del>05/17/11</del>	<del>J-1029</del>	<del>171</del>	<del>Thalbar (1000000)</del>	<del>250.00</del>		<del>500.00</del>	<del>San Antonio Luncheon</del>
zjgl	07/11	07/10/11	K-771	1903	Ivy R. Taylor Campaign	250.00		250.00	donation
zjgl	07/11	07/14/11	K-932	1909	Sergio Rodriguez	1,000.00		1,250.00	
zjgl	11/11	11/18/11	K-2636	1997	Tommy Adkisson	100.00		1,350.00	Campaign
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>1,100.00</del>	<del>district 3</del>
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>850.00</del>	<del>district 3</del>
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>600.00</del>	<del>district 3</del>
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>350.00</del>	<del>district 3</del>
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>100.00</del>	<del>district 3</del>
<del>zjgl</del>	<del>12/11</del>	<del>12/28/11</del>	<del>K-3107</del>	<del>2000</del>	<del>Allied Advertising</del>	<del>250.00</del>		<del>0.00</del>	<del>district 3</del>
zjgl	02/12	02/02/12	K-3997	2024	Julian Castro for Mayor	1,000.00		1,000.00	Host Committee
zjgl	03/12	03/15/12	K-4617	2037	Joaquin Castro for	1,000.00		2,000.00	Reception/Fundraiser J. Castro
zjgl	03/12	03/20/12	K-4669	2046	Ciro D. Rodriguez for	250.00		2,250.00	Ciro's Fundraiser
zjgl	03/12	03/20/12	K-4670	2047	Ivy R. Taylor Campaign	250.00		2,000.00	Council Woman Fundraiser
zjgl	03/12	03/23/12	K-4691	2049	Friends of Mike Villareal	1,000.00		1,000.00	Friends of Mike Villareal
zjgl	03/12	03/23/12	K-4697	2051	Doggett for Congress	1,000.00		2,000.00	Reception April 12 Lloyd Dogge
zjgl	04/12	04/04/12	K-4945	2058	Diego Bernal Campaign	500.00		1,500.00	Councilman Diego Bernal
zjgl	04/12	04/23/12	K-5147	2067	Luz Elena Chapa	500.00		1,000.00	Luz Elana Chapa Campaign
zjgl	05/12	05/01/12	K-5274	2072	Sergio Chico Rodriguez	1,000.00		2,000.00	May 16 Campaign
zjgl	05/12	05/14/12	K-5478	2076	Julian Castro for Mayor	1,000.00		3,000.00	May 22 Reception
zjgl	09/12	09/05/12	K-7179	2123	Joaquin Castro for	250.00		2,750.00	20th Congressional District
zjgl	09/12	09/17/12	K-7384	2130	Friends of Nelson Wolff	250.00		2,500.00	Reception Nelson Wolff
zjgl	10/12	10/24/12	K-7949	2148	Toward Tomorrow PAC	1,000.00		1,500.00	Toward Tomorrow PAC
zjgl	10/12	10/29/12	K-7976	2149	Beritex Real Estate	80.00		1,420.00	Reimb Oct BREH CC Chamber
zjgl	11/12	11/26/12	K-8360	2164	Leticia Ozuna Campaign	500.00		920.00	Dec 3 Reception Club Giraud
zjgl	01/13	01/18/13	K-9316	2186	Julian Castro for Mayor	500.00		420.00	Home of Ed & Linda
zjgl	01/13	01/28/13	K-9448	2191	Friends of Ron Nirenberg	75.00		345.00	Event Jan 31 2013
zjgl	02/13	02/22/13	K-9837	2201	Ivy R. Taylor Campaign	100.00		245.00	Re-Election Ivy Taylor
zjgl	03/13	03/08/13	K-10025	2212	Susan Reed for District	100.00		145.00	Susan D Reed Campaign
<del>zjgl</del>	<del>03/13</del>	<del>03/08/13</del>	<del>K-10025</del>	<del>2212</del>	<del>Susan Reed for District</del>	<del>100.00</del>		<del>45.00</del>	<del>Susan D Reed Campaign</del>
<del>zjgl</del>	<del>03/13</del>	<del>03/08/13</del>	<del>K-10025</del>	<del>2212</del>	<del>Susan Reed for District</del>	<del>1,000.00</del>		<del>1,000.00</del>	<del>Leticia Ozuna Campaign</del>
zjgl	04/13	04/04/13	K-10383	2233	Leticia Ozuna Campaign	500.00		500.00	Leticia Ozuna Campaign
zjgl	04/13	04/04/13	K-10384	2234	Leticia Ozuna Campaign	500.00		0.00	Leticia Ozuna Campaign
zjgl	04/13	04/16/13	K-10527	2238	Paul Elizondo Campaign	500.00		0.00	Steering Committee
zjgl	05/13	05/16/13	K-10936	2258	Rebecca Viagran	500.00		0.00	Councilwomen Breakfast May 21
zjgl	06/13	06/05/13	K-11155	2267	Paul Elizondo Campaign	500.00		0.00	78th Birthday
zjgl	06/13	06/10/13	K-11177	2270	Campaign for David	500.00		0.00	Councilman Davis Medina
zjgl	06/13	06/27/13	K-11430	2291	Doggett for Congress	1,000.00		0.00	Doggett Reception July 12
zjgl	09/13	09/04/13	K-12297	2326	Diego Bernal Campaign	500.00		0.00	Councilman Bernal Fundraiser
zjgl	09/13	09/10/13	K-12371	2332	Julian Castro for Mayor	500.00		0.00	Castro Reception 9-16
zjgl	09/13	09/16/13	K-12460	2338	Elva Abundis-Esparza	125.00		0.00	Oct 10 event
zjgl	09/13	09/26/13	K-12592	2344	Diego Bernal Campaign	500.00		0.00	Fundraiser Oct 21
zjgl	10/13	10/18/13	K-12895	2360	Novak for Senate	250.00		0.00	Barn Door Oct 24
zjgl	11/13	11/04/13	K-13072	2366	Mike Villarreal Campaign	1,000.00		0.00	Homegrown Fest
zjgl	11/13	11/07/13	K-13158	2372	Texas Victory Committee	1,000.00		0.00	Nov 20 Reception
zjgl	11/13	11/22/13	K-13345	2382	Adkisson Campaign	500.00		0.00	Nov 23rd event
zjgl	12/13	12/06/13	K-13535	2389	Shirley Gonzales	250.00		0.00	Dec 10 Fundraiser
zjgl	01/14	01/09/14	K-14002	2410	Judge Nelson Wolf	5,000.00		0.00	Nelson Wolf Campaign
zjgl	01/14	01/09/14	K-14003	2411	Debra Guerrero Campaign	2,500.00		0.00	Debra Guerrero Campaign
zjgl	01/14	01/24/14	K-14213	2423	Texas Victory Committee	2,500.00		0.00	Feb Reception
zjgl	03/14	03/21/14	K-14925	2463	Debra Guerrero Campaign	500.00		0.00	Debra Guerrero Campaign
								0.00	== Ending Balance ==



Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment E: Eligibility Documents

# **Attachment E**

## **501(c)(3) Determination Letter**

## **Articles of Incorporation**

### **Bylaws**

The Policies Committee of the Board of Directors will review this document to ensure compliance with all federal and state guidelines and regulations as relate to the Open Meetings Act and to governing bodies of Texas Charter Schools, as needed, should charter be awarded.

## **Attendance Receipt for Information Session**

## **Public Hearing Notice**



Department of the Treasury  
Internal Revenue Service

P.O. Box 2508, Room 4010  
Cincinnati OH 45201

In reply refer to: 4077550279  
Dec. 02, 2010 LTR 4168C 0  
74-2333088 000000 00

00032595

BODC: TE

SA YOUTH  
1700 TAMPICO ST  
SAN ANTONIO TX 78207-6704



18823

Employer Identification Number: 74-2333088  
Person to Contact: Sophia Brown  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Oct. 08, 2010, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 1986.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(2).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

4077550279

Dec. 02, 2010 LTR 4168C 0

74-2333088 000000 00

00032596

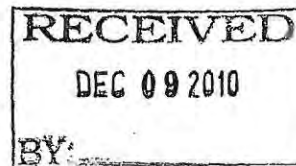
SA YOUTH  
1700 TAMPICO ST  
SAN ANTONIO TX 78207-6704

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

*Cindy Thomas*

Cindy Thomas  
Manager, EO Determinations







## Office of the Secretary of State

### CERTIFICATE OF FILING OF

SA Youth  
72618101

[formerly: SAN ANTONIO YOUTH CENTERS]

The undersigned, as Secretary of State of Texas, hereby certifies that a Certificate of Amendment for the above named entity has been received in this office and has been found to conform to the applicable provisions of law.

ACCORDINGLY, the undersigned, as Secretary of State, and by virtue of the authority vested in the secretary by law, hereby issues this certificate evidencing filing effective on the date shown below.

Dated: 09/13/2010

Effective: 10/01/2010



A handwritten signature in black ink, appearing to read "Hope Andrade".

Hope Andrade  
Secretary of State

**Articles of Amendment  
To the  
Articles of Incorporation  
Of the San Antonio Youth Centers**

Pursuant to the provisions of Article 4.03 of the Texas Nonprofit Corporation Act, the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation which change the name of the corporation from SAN ANTONIO YOUTH CENTERS to SA YOUTH.

**Article One**

The name of the corporation is SAN ANTONIO YOUTH CENTERS.

**Article Two**

The following amendment to the Articles of Incorporation was adopted by the corporation on April 28, 2010.

Article One of the Articles of Incorporation is hereby amended so as to read as follows: The name of the corporation is SA Youth.

**Article Three**

The amendment was adopted by majority voting of the Board of Directors taken on July 28, 2010—there being no members having voting rights in respect thereof—pursuant to Article 1396-9.10A of the Texas Nonprofit Corporation Act.

SAN ANTONIO YOUTH CENTERS, INC.  
BY:



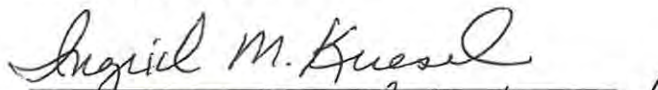
\_\_\_\_\_  
Ralph J. Grimmer  
Chairman of the Board of Directors

State of TEXAS  
County of BEXAR

Before me, A NOTARY PUBLIC, on this day personally appeared RALPH J. GRIMMER, KNOWN TO ME to be the person whose name is subscribed to the foregoing document and being by me first duly sworn, declared that the statements herein contained are true and correct.

Given under my seal of office this 30<sup>th</sup> day of July, 2010.



  
\_\_\_\_\_  
~~RUBY CARTER~~ *Ruby Carter*  
NOTARY PUBLIC, STATE OF TEXAS



**Articles of Amendment  
To the  
Articles of Incorporation  
Of the San Antonio Youth Centers**

Pursuant to the provisions of Article 4.03 of the Texas Nonprofit Corporation Act, the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation which change its statement of purpose.

**Article One**

The statement of purpose for the San Antonio Youth Centers is:

The mission of the San Antonio Youth Centers shall be to foster the development of inner-city youth so they will make responsible decisions and contribute positively to the community.

**Article Two**

The following amendment to the Articles of Incorporation was adopted by the corporation on July 25, 2006.

Article One (1.03) of the Articles of Incorporation is hereby amended so as to read as follows:

The mission of the San Antonio Youth Centers shall be to develop the strengths, talents and skills of inner-city youth and their family members so that each person fulfills his or her own potential—personally, at work, at school and in the community.

**Article Three**

The amendment was adopted by unanimous voting of the Board of Directors taken on July 25, 2006—there being no members having voting rights in respect thereof—pursuant to Article 1396-9.10A of the Texas Nonprofit Corporation Act.

SAN ANTONIO YOUTH CENTERS, INC.  
BY:

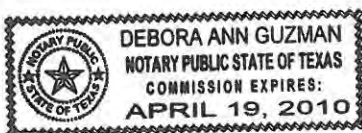


Joseph Maratea  
Chairman of the Board of Directors

State of TEXAS  
County of BEXAR

Before me, A NOTARY PUBLIC, on this day personally appeared JOSEPH MARATEA, KNOWN TO ME to be the person whose name is subscribed to the foregoing document and being by me first duly sworn, declared that the statements herein contained are true and correct.

Given under my seal of office this 31 day of May, 2006.



  
NOTARY PUBLIC, STATE OF TEXAS



Articles of Amendment  
To the  
Articles of Incorporation  
Of  
The Downtown Youth Center

FILED  
In the Office of the  
Secretary of State of Texas

AUG 26 2002

Pursuant to the provisions of Article 4.03 of the Texas Nonprofit Corporation Act, the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation which change the name of the corporation from DOWNTOWN YOUTH CENTER to SAN ANTONIO YOUTH CENTERS.

Article One

The name of the corporation is DOWNTOWN YOUTH CENTER.

Article Two

The following amendment to the Articles of Incorporation was adopted by the corporation on July 8, 2002.

Article One of the Articles of Incorporation is hereby amended so as to read as follows: The name of the corporation is San Antonio Youth Centers.

Article Three

The amendment was adopted by a unanimous voting of the Board of Directors taken on July 8, 2002, -- there being no members having voting rights in respect thereof—pursuant to Article 1396-9.10A of the Texas Non-Profit Corporation Act.

DOWNTOWN YOUTH CENTER, INC.

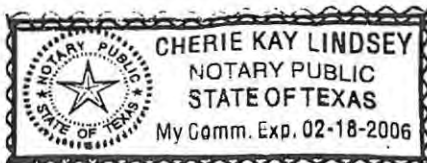
BY:

  
James G. Lifshutz  
Chairman of the Board of Directors

State of TEXAS  
County of BEXAR

Before me, A NOTARY PUBLIC, on this day personally appeared JAMES G. LIFSHUTZ, KNOWN TO ME to be the person whose name is subscribed to the foregoing document and being by me first duly sworn, declared that the statements herein contained are true and correct.

Given under my seal of office this 6th day of August, 2002.



  
NOTARY PUBLIC, STATE OF TEXAS



ARTICLES OF AMENDMENT  
TO THE  
ARTICLES OF INCORPORATION  
OF  
THE DOWNTOWN YOUTH DROP-IN CENTER

FILED  
in the Office of the  
Secretary of State of Texas

MAY 16 1997

Corporations Section

Pursuant to the provisions of Article 4.03 of the Texas Non-Profit Corporation Act, the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation which change the name of the corporation from DOWNTOWN YOUTH DROP-IN CENTER to DOWNTOWN YOUTH CENTER.

Article One

The name of the organization is DOWNTOWN YOUTH DROP-IN CENTER, INCORPORATED.

Article Two

The following amendment to the Articles of Incorporation was adopted by the corporation on July 1, 1995.

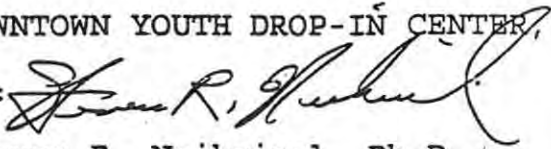
Article one of the Articles of Incorporation is hereby amended so as to read as follows: The name of the corporation is "DOWNTOWN YOUTH CENTER."

Article Three

The amendment was adopted by the unanimous consent of the Board of Directors taken on May 1, 1995, pursuant to Article 1396-9.10A of the Texas Non-Profit Corporation Act.

DOWNTOWN YOUTH DROP-IN CENTER, INC.

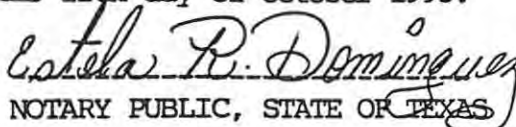
BY:

  
Steven R. Neiheisel, Ph.D.  
Chairman of the Board of Directors

STATE OF TEXAS  
COUNTY OF BEXAR

Before me, a notary public, on this day personally appeared STEVEN R. NEIHEISEL, PH.D, KNOWN TO ME to be the person whose name is subscribed to the foregoing document and being by me first duly sworn, declared that the statements therein contained are true and correct.

Given under my hand and seal of office this 11th day of October 1995.

  
NOTARY PUBLIC, STATE OF TEXAS

ARTICLES OF AMENDMENT  
TO THE  
ARTICLES OF INCORPORATION  
OF

ST. MARY'S YOUTH-DROP-IN-CENTER, INCORPORATED

the Office of the  
Secretary of State of Texas

SEP 09 1988

Clerk II-G  
Corporations Section

Pursuant to the provisions of Article 4.03 of the Texas Non-Profit Corporation Act, the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation which change the name of the corporation from ST. MARY'S YOUTH-DROP-IN-CENTER, INCORPORATED to DOWNTOWN YOUTH-DROP-IN CENTER.

ARTICLE ONE

The name of the corporation is ST. MARY'S YOUTH-DROP-IN-CENTER, INCORPORATED.

ARTICLE TWO

The following amendment to the Articles of Incorporation was adopted by the corporation on June 28, 1988.

Article One of the Articles of Incorporation is hereby amended so as to read as follows:

The name of the corporation is "DOWNTOWN YOUTH-DROP-IN CENTER."

ARTICLE THREE

The amendment was adopted by the unanimous written consent of the Board of Directors taken on June 28, 1988, pursuant to

ARTICLES OF INCORPORATION  
OF

FILED  
In the Office of the  
Secretary of State of Texas

OCT 25 1984

ST. MARY'S YOUTH-DROP-IN-CENTER INCORPORATED

Clerk of  
Corporations Section

We, the undersigned natural persons of the age of twenty-one  
years or more, at least two of whom are citizens of the State of  
Texas, acting as incorporators of a corporation under the Texas  
Non-Profit Corporation Act, do hereby adopt the following Articles  
of Incorporation for such corporation:

ARTICLE ONE

The name of the corporation is ST. MARY'S YOUTH-DROP-IN-CENTER  
INCORPORATED.

ARTICLE TWO

The corporation is a non-profit corporation.

ARTICLE THREE

The period of its duration is perpetual.

ARTICLE FOUR

The purpose or purposes for which the corporation is organized

are:

To allow the youth of the downtown area of San Antonio,  
Texas a safe refuge where someone cares; to provide an  
environment that promotes positive personal behavior; to  
be a resource of information pertaining to all agencies  
within the city of San Antonio which are available resources;  
to be a link of the networking chain of all available  
services. It is not in itself a provider of any specific  
service; to advise and refer individuals to the proper  
services of which they are in need but cannot themselves  
take on the responsibility of acting for or as a part of  
any agency or service which is part of the center's net-  
work of resources; to provide social, recreational and  
quiet times; to provide opportunities for non-denominational  
Christian services.

ARTICLE FIVE

The street address of the initial registered office of the corporation is 202 North ST. MARY'S ST., San Antonio, Texas, 78205, and the name of its initial registered agent at such address is BROTHER DANNA J. GAUTHREUX, OMI.

ARTICLE SIX

The number of directors constituting the initial board of directors is ten (10) and the names and addresses of the persons who are to serve as the initial directors or trustees are:

YOUTH SERVICES DIVISION CITY OF SAN ANTONIO

c/o Sergio G. Soto  
115 Plaza De Armas  
San Antonio, Texas 78285

SAN ANTONIO HOUSING AUTHORITY

c/o Ruben Rodriguez  
400 Labor St.  
San Antonio, Texas 78210

DOWNTOWN YOUNG MEN'S CHRISTIAN ASSOCIATION OF SAN ANTONIO

c/o Kathy Pepitone  
903 N. St. Mary's St.  
San Antonio, Texas 78215

YOUTH BUREAU - SAN ANTONIO POLICE DEPT.

c/o Sgt. E. W. Toifi  
214 W. Nueva St.  
San Antonio, Texas 78204

ST. MARY'S CHURCH

c/o Rev. Gerry Fogarty, OMI  
202 N. St. Mary's St.  
San Antonio, Texas 78205

BEXAR COUNTY JUVENILE PROBATION DEPARTMENT

c/o Herman C. Wolf  
203 W. Nueva St.  
San Antonio, Texas 78285

BEXAR COUNTY VOLUNTEERS-IN-PROBATION

c/o Mrs. Susie Kiker  
203 W. Nueva St.  
San Antonio, Texas 78285

CITY OF SAN ANTONIO, DISTRICT I

c/o Adolph Hernandez  
115 Plaza De Armas  
San Antonio, Texas 78205

SAN ANTONIO STATE HOSPITAL-ADOLESCENT UNIT

c/o Dr. Bill Johnson, Ph.D  
6711 South New Braunfels Ave.  
San Antonio, Texas 78223

DEPARTMENT OF PARKS AND RECREATION, CITY OF SAN ANTONIO

c/o Rudy V. Sotelo  
950 E. Hildebrand  
San Antonio, Texas 78212



ARTICLE SEVEN

The name and street address of each incorporator is:

BROTHER DANNA J. GAUTHREUX, OMI  
202 N. St. Mary's St.  
San Antonio, Texas 78205

SERGIO G. SOTO  
115 Plaza de Armas  
San Antonio, Texas 78285

RUBEN RODRIGUEZ  
400 Labor St.  
San Antonio, Texas 78210

IN WITNESS WHEREOF, we have hereunto set our hands, this 22nd

day of October, 1984.

Brother Danna J. Gauthreux, OMI  
BROTHER DANNA J. GAUTHREUX, OMI

Sergio G. Soto  
SERGIO G. SOTO

Ruben Rodriguez  
RUBEN RODRIGUEZ

Sworn to this 22nd day of October, 1984.

Rachel B. Booker  
NOTARY PUBLIC, State of Texas

NOTARY'S NAME TYPED OR PRINTED  
Rachel B. Booker

My commission expires: 06-03-87



## **SA Youth BY-LAWS**

### **ARTICLE I – NAME**

1.01 The name of the corporation shall be SA Youth.

#### **SA Youth**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

### **PURPOSES**

1.03 The mission of SA Youth is to develop the character, strengths, talents and skills of San Antonio's high-risk urban youth through fun, safe experiences, positive learning environments and holistic programs that inspire each individual to fulfill their potential—personally and in the community.

1.03.1 The purposes for which the corporation is formed are to operate exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, and more specifically include but are not limited to:

1.03.1.1 To provide educational, social, character-building, nutrition and physical development programs to at-risk youth and their family members.

1.03.1.2 To enhance economic development by providing workforce training and other opportunities for young adults.

1.03.1.3 To foster civic engagement by promoting leadership activities and leadership development.

1.03.1.4 To promote neighborhood revitalization by providing opportunities for young adults to build and rehabilitate low-income housing.

### **ARTICLE 2 – OFFICES**

#### **Principal Office**

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

#### **Registered Office and Registered Agent**

2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

### **ARTICLE 3 – MEMBERS**

3.01 The organization shall have no members.

### **ARTICLE 4 – BOARD OF DIRECTORS**

#### General Powers

- 4.01 The Board of Directors shall determine policies for the organization, whose operations are to be managed by a Chief Executive Officer. Directors need not be residents of Texas.

#### Number, Tenure & Qualifications

- 4.02 The number of Directors shall be no less than ten and no more than thirty. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chair. All Directors are expected to engage in fund-raising efforts on behalf of SA Youth.

The term of office of each Director shall be one year. The number of terms a Director may serve is unlimited. Each year, at the annual meeting of the Board of Directors, each Director shall renew his or her commitment in writing for an additional one year term.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year which will be automatically renewed each year.

Any elected Director may be removed at any time from office by the majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of SA Youth; and use of affiliation with SA Youth in promoting a political campaign.

#### Quorum

- 4.03 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### Regular Meetings

- 4.04 A regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the last Thursday of July at SA Youth office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the last Thursday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Chief Executive Officer, shall meet on a monthly basis, the last week of each month or other agreed upon date, including the regular quarterly meetings.

#### Special Meetings

- 4.05 Special meetings of the Board of Directors may be called by or at the request of the Chair or any six Directors. The person or person authorized to call special meetings of the Board may fix any place agreeable to this majority of Directors.

#### Notice

- 4.06 Notice of any special meeting of the Board of Directors shall be given at least three days before the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting.

The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### Manner of Acting

- 4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.
- 4.08 Electronic action is authorized at the discretion of the Chair or any of the voting members of the Executive Committee.

#### Vacancies

- 4.09 Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee's name will be presented to the Board for a vote at the next regularly scheduled meeting.

#### Compensation

- 4.10 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expenses of attendance, if any, may be allowed for attendance at regular or special meetings of the Board.

#### Indemnification

- 4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

### **ARTICLE 5 – OFFICERS**

#### Number of Officers

- 5.01 The officers of the organization shall be a Chair, one or more Vice Chairs, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chair, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

#### Election of Term of Office

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is two. If a



Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### Removal

5.03 Any officer elected by the Board of Directors may be removed by a majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

#### Vacancies

5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chair may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### Chair

5.05 The Chair shall preside at all meetings of the Board of Directors. The Chair may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chair shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chair shall appoint the Chairperson of all committees except the Executive Committee. The Chair shall be an ex-officio member of all standing and ad hoc committees except the nominating committee. The number of consecutive terms the Chair may serve is one (=2 years).

#### Vice-Chair

5.06 In the absence of the Chair or in the event of the Chair's inability or refusal to act, the Vice Chair, or the Vice Chair in order of election, 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. Any Vice Chair shall perform such other duties as from time to time may be assigned by the Chair or Board of Directors.

#### Treasurer

5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chair or directed by the Board of Directors.

#### Secretary

5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chair or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the Chair of automatic resignations.

#### Immediate Past Chair

5.09 The Immediate Past Chair shall serve in an advisory capacity to the incoming Chair of the Board for a one year period. The Immediate Past Chair shall also serve on the Executive Committee.

#### Members At-Large

- 5.10 One or more Directors may serve on the Executive Committee as at-large members to provide adequate leadership succession as needed and at the voting discretion of the full Board.

## ARTICLE 6 – COMMITTEES

### Committees of Directors

- 6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law. Individuals who are not Board members who are interested in serving on any committee may so serve as determined by the committee so long as non-voting members do not exceed the number of voting members of the committee.

The following are committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

(A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Chief Executive Officer, who shall serve as an ex-officio member. The primary function of the Executive Committee shall be to conduct the routine business of the Board during periods when the full Board does not meet. The Executive Committee is also charged with the function of reviewing the performance and job description of the Chief Executive Officer on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

(B) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

(C) Fund-Raising Committee (s):

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of SA Youth. The subcommittees shall serve as liaisons between SA Youth and other

individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittees will be determined annually by the Board of Directors.

(D) Nominating Committee

The nominating committee shall present recommendations for officers and committee assignments at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

(E) By-laws and Policies Committee

The by-laws and policies committee shall meet at least once annually to review the by-laws, the personnel policy manual and the financial policies to recommend changes to the full Board of Directors.

(F) Marketing Committee

The marketing committee shall present recommendations for marketing, public relations and advertising strategies for the general benefit of SA Youth. The committee shall meet regularly, no less than twice a year. The Chair of the marketing committee shall be selected by the Board of Directors. Additional members from the community at-large may be recruited to serve on the marketing committee as needed upon recommendation of the marketing committee Chair.

(G) Advisory Board

The Advisory Board will be comprised of influential community leaders and advocates for the mission of SA Youth. The Advisory Board shall have a minimum of 10 members and no more than 20 members. Members for the Advisory Board shall be recruited and selected by the Executive Committee. The Advisory Board shall have no legal authority, and therefore all their responsibilities will be assigned at the discretion of the Board of Directors.

(H) Ad Hoc Committees

As deemed necessary by the Board of Directors, ad hoc committees may be instituted to carry out specific projects or functions for the corporation. Membership shall not be limited to the members of the Board of Directors.

Committee Duties

6.02 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

Term of Office

6.03 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

Chairperson

6.04 The Chair shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of SA Youth. The Chairperson of a committee is responsible for tracking committee involvement and reporting it to the Board of Directors at the end of the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary. **The term of office for committee chairpersons shall be**

**two years. The number of consecutive terms served by committee chairpersons is one.**

#### Vacancies

6.05 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

#### Quorum

6.06 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

#### Rules

6.07 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

### **ARTICLE 7 – CHIEF EXECUTIVE OFFICER**

7.01 The Board of Directors shall, by majority vote, nominate a Chief Executive Officer who shall so serve. The Chief Executive Officer shall be an ex-officio member of the Board of Directors. The Chief Executive Officer shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Chief Executive Officer of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Chief Executive Officer. The person serving as Chief Executive Officer may be removed by majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

### **ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

#### Contracts

8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Chief Executive Officer and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors.

In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chief Executive Officer, up to \$5,000 or the Chief Financial Officer, up to \$2,500.

For check instruments larger than \$5,000 the Chief Executive Officer and another corporate officer must sign the instrument. Such transactions must be authorized by the Board of Directors.

#### Deposits



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

Gifts

8.04 The Board of Directors or Chief Executive Officer may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

**ARTICLE 9 – FINANCE BOOKS AND RECORDS**

9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

**ARTICLE 10 – FISCAL YEAR**

10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

**ARTICLE 11 – AUDITING AND BONDING**

11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

**ARTICLE 12 – WAIVER OF NOTICE**

12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization or the by-laws of the organization, 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 13 – AMENDMENTS TO BY-LAWS**

13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

**ARTICLE 14 – PARLIAMENTARY AUTHORITY**

14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

**ARTICLE 15 – DISSOLUTION OF THE CORPORATION**

- 15.01 Upon dissolution of the corporation, its assets shall be distributed to the State of Texas, the United States, or an education, religious, charitable, or other similar organization that is qualified as a charitable organization under Section 501 (c)(3) Internal Revenue Code of 1986, as amended. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the County in which the principal office of the corporation is then located, exclusively to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for charitable purposes.

**ARTICLE 16 – OWNERSHIP OF PRIVATE PROPERTY**

- 16.01 The assets of the corporation may include but are not limited to residential real estate property which is held for the purposes of operating a non profit training program for program participants. With respect to any residential real estate property held by the corporation, the corporation is authorized to sell such property to low-income families and shall utilize the proceeds from the sale of such property for the benefit of the nonprofit training program.

**ARTICLE 17 – LEGAL COMPLIANCE**

- 17.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

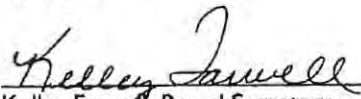
**SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 25<sup>th</sup> day of July, 2013.

  
\_\_\_\_\_  
Jack Roney, Chair, Board of Directors

  
\_\_\_\_\_  
Matthew Reedy, Vice Chair, Board of Directors  
Board of Directors

ATTEST:

  
\_\_\_\_\_  
Kelley Farwell, Board Secretary

**SA Youth  
BY-LAWS**

**ARTICLE I – NAME**

1.01 The name of the corporation shall be SA Youth.

**SA Youth**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

**PURPOSES**

1.03 The mission of SA Youth is to develop the character, strengths, talents and skills of San Antonio's high-risk urban youth through fun, safe experiences, positive learning environments and holistic programs that inspire each individual to fulfill their potential—personally and in the community.

1.03.1 The purposes for which the corporation is formed are to operate exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, and more specifically include but are not limited to:

1.03.1.1 To provide educational, social, character-building, nutrition and physical development programs to at-risk youth and their family members.

1.03.1.2 To enhance economic development by providing workforce training and other opportunities for young adults.

1.03.1.3 To foster civic engagement by promoting leadership activities and leadership development.

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**ARTICLE 2 – OFFICES**

**Principal Office**

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

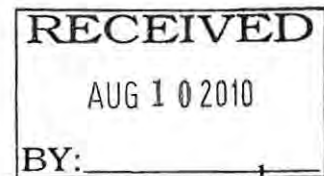
**Registered Office and Registered Agent**

2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

**ARTICLE 3 – MEMBERS**

3.01 The organization shall have no members.

**ARTICLE 4 – BOARD OF DIRECTORS**



#### General Powers

- 4.01 The Board of Directors shall determine policies for the organization, whose operations are to be managed by a Chief Executive Officer. Directors need not be residents of Texas.

#### Number, Tenure & Qualifications

- 4.02 The number of Directors shall be no less than ten and no more than thirty. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chair. All Directors are expected to engage in fund-raising efforts on behalf of SA Youth.

The term of office of each Director shall be one year. The number of terms a Director may serve is unlimited. Each year, at the annual meeting of the Board of Directors, each Director shall renew his or her commitment in writing for an additional one year term.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year which will be automatically renewed each year.

Any elected Director may be removed at any time from office by the majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of SA Youth; and use of affiliation with SA Youth in promoting a political campaign.

#### Quorum

- 4.03 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### Regular Meetings

- 4.04 A regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the last Thursday of July at SA Youth office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the last Thursday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Chief Executive Officer, shall meet on a monthly basis, the last week of each month or other agreed upon date, including the regular quarterly meetings.

#### Special Meetings

- 4.05 Special meetings of the Board of Directors may be called by or at the request of the Chair or any six Directors. The person or person authorized to call special meetings of the Board may fix any place agreeable to this majority of Directors.

#### Notice

- 4.06 Notice of any special meeting of the Board of Directors shall be given at least three days before the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting.



The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### Manner of Acting

- 4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.
- 4.08 Electronic action is authorized at the discretion of the Chair or any of the voting members of the Executive Committee.

#### Vacancies

- 4.09 Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee's name will be presented to the Board for a vote at the next regularly scheduled meeting.

#### Compensation

- 4.10 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expenses of attendance, if any, may be allowed for attendance at regular or special meetings of the Board.

#### Indemnification

- 4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

### **ARTICLE 5 – OFFICERS**

#### Number of Officers

- 5.01 The officers of the organization shall be a Chair, one or more Vice Chairs, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chair, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

#### Election of Term of Office

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is two. If a

Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### Removal

- 5.03 Any officer elected by the Board of Directors may be removed by a majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

#### Vacancies

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chair may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### Chair

- 5.05 The Chair shall preside at all meetings of the Board of Directors. The Chair may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chair shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chair shall appoint the Chairperson of all committees except the Executive Committee. The Chair shall be an ex-officio member of all standing and ad hoc committees except the nominating committee. The number of consecutive terms the Chair may serve is one (=2 years).

#### Vice-Chair

- 5.06 In the absence of the Chair or in the event of the Chair's inability or refusal to act, the Vice Chair, or the Vice Chair in order of election, 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. Any Vice Chair shall perform such other duties as from time to time may be assigned by the Chair or Board of Directors.

#### Treasurer

- 5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chair or directed by the Board of Directors.

#### Secretary

- 5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chair or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the Chair of automatic resignations.

#### Immediate Past Chair

- 5.09 The Immediate Past Chair shall serve in an advisory capacity to the incoming Chair of the Board for a one year period. The Immediate Past Chair shall also serve on the Executive Committee.

#### Members At-Large

- 5.10 One or more Directors may serve on the Executive Committee as at-large members to provide adequate leadership succession as needed and at the voting discretion of the full Board.

## ARTICLE 6 – COMMITTEES

### Committees of Directors

- 6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law. Individuals who are not Board members who are interested in serving on any committee may so serve as determined by the committee so long as non-voting members do not exceed the number of voting members of the committee.

The following are committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

(A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Chief Executive Officer, who shall serve as an ex-officio member. The primary function of the Executive Committee shall be to conduct the routine business of the Board during periods when the full Board does not meet. The Executive Committee is also charged with the function of reviewing the performance and job description of the Chief Executive Officer on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

(B) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

(C) Fund-Raising Committee (s):

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of SA Youth. The subcommittees shall serve as liaisons between SA Youth and other

individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittees will be determined annually by the Board of Directors.

(D) Nominating Committee

The nominating committee shall present recommendations for officers and committee assignments at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

(E) By-laws and Policies Committee

The by-laws and policies committee shall meet at least once annually to review the by-laws, the personnel policy manual and the financial policies to recommend changes to the full Board of Directors.

(F) Marketing Committee

The marketing committee shall present recommendations for marketing, public relations and advertising strategies for the general benefit of SA Youth. The committee shall meet regularly, no less than twice a year. The Chair of the marketing committee shall be selected by the Board of Directors. Additional members from the community at-large may be recruited to serve on the marketing committee as needed upon recommendation of the marketing committee Chair.

(G) Advisory Board

The Advisory Board will be comprised of influential community leaders and advocates for the mission of SA Youth. The Advisory Board shall have a minimum of 10 members and no more than 20 members. Members for the Advisory Board shall be recruited and selected by the Executive Committee. The Advisory Board shall have no legal authority, and therefore all their responsibilities will be assigned at the discretion of the Board of Directors.

(H) Ad Hoc Committees

As deemed necessary by the Board of Directors, ad hoc committees may be instituted to carry out specific projects or functions for the corporation. Membership shall not be limited to the members of the Board of Directors.

#### Committee Duties

6.02 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

#### Term of Office

6.03 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

#### Chairperson

6.04 The Chair shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of SA Youth. The Chairperson of a committee is responsible for tracking committee involvement and reporting it to the Board of Directors at the end of the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary. **The term of office for committee chairpersons shall be**



**two years. The number of consecutive terms served by committee chairpersons is one.**

**Vacancies**

6.05 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

**Quorum**

6.06 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

**Rules**

6.07 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

**ARTICLE 7 – CHIEF EXECUTIVE OFFICER**

7.01 The Board of Directors shall, by majority vote, nominate a Chief Executive Officer who shall so serve. The Chief Executive Officer shall be an ex-officio member of the Board of Directors. The Chief Executive Officer shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Chief Executive Officer of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Chief Executive Officer. The person serving as Chief Executive Officer may be removed by majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

**ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

**Contracts**

8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Chief Executive Officer and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

**Checks and Drafts**

8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors.

In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chief Executive Officer, up to \$10,000. The approval of other staff officers (the VP of Administration and VP of Finance and Compliance) shall be up to \$2,500.

For check instruments larger than \$10,000 the Chief Executive Officer and another corporate officer must sign the instrument. Such transactions must be authorized by the Board of Directors.

**Deposits**

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

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#### **SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 28<sup>th</sup> day of July, 2010.

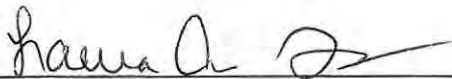


Ralph Grimmer, Chair, Board of Directors



Matthew Reedy, Vice Chair, Board of Directors  
Board of Directors

ATTEST:



Laura Flores, Board Secretary

**SA Youth  
BY-LAWS**

**ARTICLE 1 – NAME**

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**SA Youth**

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**PURPOSES**

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The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year which will be automatically renewed each year.

Any elected Director may be removed at any time from office by the majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of SA Youth; and use of affiliation with SA Youth in promoting a political campaign.

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### Number of Officers

- 5.01 The officers of the organization shall be a Chair, one or more Vice Chairs, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chair, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

### Election of Term of Office

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is two. If a Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

### Removal

- 5.03 Any officer elected by the Board of Directors may be removed by a majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

### Vacancies

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chair may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

### Chair

- 5.05 The Chair shall preside at all meetings of the Board of Directors. The Chair may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chair shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chair shall appoint the Chairperson of all committees except the Executive Committee. The Chair shall be an ex-officio member of all standing and ad hoc committees except the nominating committee. The number of consecutive terms the Chair may serve is one (=2 years).

distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law. Individuals who are not Board members who are interested in serving on any committee may so serve as determined by the committee so long as non-voting members do not exceed the number of voting members of the committee.

The following are committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

(A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Chief Executive Officer, who shall serve as an ex-officio member. The primary function of the Executive Committee shall be to conduct the routine business of the Board during periods when the full Board does not meet. The Executive Committee is also charged with the function of reviewing the performance and job description of the Chief Executive Officer on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

(B) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

(C) Fund-Raising Committee (s):

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of SA Youth. The subcommittees shall serve as liaisons between SA Youth and other individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittee(s) will be determined annually by the Board of Directors.

(D) Nominating Committee

The nominating committee shall present recommendations for officers and committee assignments at the annual meeting of the Board of Directors.

the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary. **The term of office for committee chairpersons shall be two years. The number of consecutive terms served by committee chairpersons is one.**

#### Vacancies

6.05 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

#### Quorum

6.06 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

#### Rules

6.07 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

### **ARTICLE 7 – CHIEF EXECUTIVE OFFICER**

7.01 The Board of Directors shall, by majority vote, nominate a Chief Executive Officer who shall so serve. The Chief Executive Officer shall be an ex-officio member of the Board of Directors. The Chief Executive Officer shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Chief Executive Officer of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Chief Executive Officer. The person serving as Chief Executive Officer may be removed by majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

### **ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

#### Contracts

8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Chief Executive Officer and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors.



In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chief Executive Officer, up to \$5,000 or the Chief Operations Officer, up to \$2,500.

For check instruments larger than \$5,000 the Chief Executive Officer and another corporate officer must sign the instrument. Such transactions must be authorized by the Board of Directors.

#### Deposits

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

#### Gifts

8.04 The Board of Directors or Chief Executive Officer may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

### **ARTICLE 9 – FINANCE BOOKS AND RECORDS**

9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

### **ARTICLE 10 – FISCAL YEAR**

10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

### **ARTICLE 11 – AUDITING AND BONDING**

11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

### **ARTICLE 12 – WAIVER OF NOTICE**

12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization or the by-laws of the organization, 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 13 – AMENDMENTS TO BY-LAWS**

13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular

meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

#### **ARTICLE 14 – PARLIAMENTARY AUTHORITY**

- 14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

#### **ARTICLE 15 – DISSOLUTION OF THE CORPORATION**

- 15.01 Upon dissolution of the corporation, its assets shall be distributed to the State of Texas, the United States, or an education, religious, charitable, or other similar organization that is qualified as a charitable organization under Section 501 (c)(3) Internal Revenue Code of 1986, as amended. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the County in which the principal office of the corporation is then located, exclusively to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for charitable purposes.

#### **ARTICLE 16 – OWNERSHIP OF PRIVATE PROPERTY**

- 16.01 The assets of the corporation may include but are not limited to residential real estate property which is held for the purposes of operating a non profit training program for program participants. With respect to any residential real estate property held by the corporation, the corporation is authorized to sell such property to low-income families and shall utilize the proceeds from the sale of such property for the benefit of the nonprofit training program.

#### **ARTICLE 17 – LEGAL COMPLIANCE**

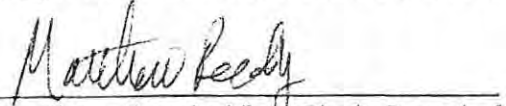
- 17.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

**SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 28<sup>th</sup> day of April, 2010.



Ralph Grimmer, Chair, Board of Directors



Matthew Reedy, Vice Chair, Board of Directors

ATTEST:



Laura Flores, Board Secretary



## BY-LAWS

### ARTICLE 1 – NAME

- 1.01 The name of the corporation shall be the San Antonio Youth Centers.

#### **San Antonio Youth Centers**

- 1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

### PURPOSES

- 1.03 The mission of the San Antonio Youth Centers shall be to develop the strengths, talents and skills of inner-city youth and their family members so that each person fulfills his or her own potential—personally, at work, at school and in the community.
- 1.03.1 The purposes for which the corporation is formed are to operate exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, and more specifically include but are not limited to:
- 1.03.1.1 To provide educational, social, character-building, nutrition and physical development programs to at-risk youth and their family members.
  - 1.03.1.2 To enhance economic development by providing workforce training and other opportunities for young adults.
  - 1.03.1.3 To foster civic engagement by promoting leadership activities and leadership development.
  - 1.03.1.4 To promote neighborhood revitalization by providing opportunities for young adults to build and rehabilitate low-income housing.

### ARTICLE 2 – OFFICES

#### Principal Office

- 2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

#### Registered Office and Registered Agent

- 2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas,



and the address of the registered office may be changed from time to time by the Board of Directors.

### **ARTICLE 3 – MEMBERS**

- 3.01 The organization shall have no members.

### **ARTICLE 4 – BOARD OF DIRECTORS**

#### **General Powers**

- 4.01 The Board of Directors shall determine policies for the organization, whose operations are to be managed by a Chief Executive Officer. Directors need not be residents of Texas.

#### **Number, Tenure & Qualifications**

- 4.02 The number of Directors shall be no less than ten and no more than thirty. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chair. All Directors are expected to engage in fund-raising efforts on behalf of the San Antonio Youth Centers.

The term of office of each Director shall be one year. The number of terms a Director may serve is unlimited. Each year, at the annual meeting of the Board of Directors, each Director shall renew his or her commitment in writing for an additional one year term.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year.

Any elected Director may be removed at any time from office by the majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of the San Antonio Youth Centers; and use of affiliation with the San Antonio Youth Centers in promoting a political campaign.

#### **Quorum**

- 4.03 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### **Regular Meetings**

- 4.04 A regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the third Monday of July at the San Antonio Youth Centers office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the third Monday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Chief Executive Officer, shall meet on a monthly basis, the third Monday of each month, including the regular quarterly meetings.

#### Special Meetings

- 4.05 Special meetings of the Board of Directors may be called by or at the request of the Chair or any six Directors. The person or person authorized to call special meetings of the Board may fix any place agreeable to this majority of Directors.

#### Notice

- 4.06 Notice of any special meeting of the Board of Directors shall be given at least seven days before the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting. The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, not the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### Manner of Acting

- 4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.
- 4.08 Electronic action is authorized at the discretion of the Chair or any of the voting members of the Executive Committee.

#### Vacancies

- 4.09 Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee's name will be presented to the Board for a vote at the next regularly scheduled meeting.

#### Compensation

- 4.10 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expenses of attendance, if any, may be allowed for attendance at regular or special meetings of the Board.

#### Indemnification

- 4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

### **ARTICLE 5 – OFFICERS**

#### Number of Officers

- 5.01 The officers of the organization shall be a Chair, a Vice Chair, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chair, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

#### Election of Term of Office

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is unlimited. If a Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### Removal

- 5.03 Any officer elected by the Board of Directors may be removed by a majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

#### Vacancies

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chair may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### Chair

- 5.05 The Chair shall preside at all meetings of the Board of Directors. The Chair may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chair shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chair shall appoint the Chairperson of all committees except the Executive Committee. The Chair shall be an ex-officio member of all standing and ad hoc committees except the nominating committee.

#### Vice-Chair

- 5.06 In the absence of the Chair or in the event of the Chair's inability or refusal to act, the Vice Chair, or the Vice Chair in order of election, 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. Any Vice Chair shall perform such other duties as from time to time may be assigned by the Chair or Board of Directors.

#### Treasurer

- 5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chair or directed by the Board of Directors.

#### Secretary

- 5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chair or by the Board of Directors.

The Secretary shall also monitor attendance at the Board meetings, and shall notify the Chair of automatic resignations.

#### Immediate Past Chair

5.09 The Immediate Past Chair shall serve in an advisory capacity to the incoming Chair of the Board for a one year period. The Immediate Past Chair shall also serve on the Executive Committee.

### ARTICLE 6 – COMMITTEES

#### Committees of Directors

6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization ; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law.

The following are committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

#### (A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Chief Executive Officer, who shall serve as an ex-officio member. The primary function of the Executive Committee shall be to conduct the routine business of the Board during periods when the full Board does not meet. The Executive Committee is also charged with the function of reviewing the performance and job description of the Chief Executive Officer on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

#### (B) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

#### (C) Fund-Raising Committee:

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of the San Antonio Youth Centers. The subcommittees shall serve as liaisons between



the San Antonio Youth Centers and other individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittees will be determined annually by the Board of Directors.

(D) Nominating Committee

The nominating committee shall present recommendations for officers at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

(E) Policies Committee

The policies committee meets at least once annually to review the personnel policy manual and financial policies and to recommend changes to the full Board of Directors.

(F) By-laws Committee

The by-laws committee shall meet at least once annually to review these by-laws and recommend changes to the full Board of Directors.

(G) YouthBuild Program Committee

The YouthBuild Program Committee shall meet on a regular basis, no less than twice annually, to promote the activities of the YouthBuild program. Membership shall not be limited to the members of the Board of Directors.

(H) Ad Hoc Committees

As deemed necessary by the Board of Directors, ad hoc committees may be instituted to carry out specific projects or functions for the corporation. Membership shall not be limited to the members of the Board of Directors.

#### Committee Duties

6.02 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

#### Term of Office

6.03 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

#### Chairperson

6.04 The Chair shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of the San Antonio Youth Centers. The Chairperson of a committee is responsible for tracking committee involvement and reporting it to the Board of Directors at the end of the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary.

#### Vacancies

6.05 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

#### Quorum

- 6.06 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

#### Rules

- 6.07 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

### **ARTICLE 7 – CHIEF EXECUTIVE OFFICER**

- 7.01 The Board of Directors shall, by majority vote, nominate a Chief Executive Officer who shall so serve. The Chief Executive Officer shall be an ex-officio member of the Board of Directors. The Chief Executive Officer shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Chief Executive Officer of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Chief Executive Officer. The person serving as Chief Executive Officer may be removed by majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

### **ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

#### Contracts

- 8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Chief Executive Officer and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

- 8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors.

In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chief Executive Officer, up to \$5,000 or the Chief Financial Officer, up to \$2,500.

For check instruments larger than \$5,000 the Chief Executive Officer and another corporate officer must sign the instrument. Such transactions must be authorized by the Board of Directors.

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- 10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

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- 11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

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- 12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization of the by-laws of the organization, 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.

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- 16.01 The assets of the corporation may include but are not limited to residential real estate property which is held for the purposes of operating a non profit training program for program participants. With respect to any residential real estate property held by the corporation, the corporation is authorized to sell such property to low-income families and shall utilize the proceeds from the sale of such property for the benefit of the nonprofit training program.

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**SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 16<sup>th</sup> day of July, 2007

  
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Greg Atteberry, Chair, Board of Directors

  
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Ralph Grimmer, Vice Chair, Board of Directors

ATTEST:

  
\_\_\_\_\_  
Joe Maratea, Past Chair



**San Antonio Youth Centers  
BY-LAWS**

**ARTICLE 1 – NAME**

1.01 The name of the corporation shall be the **San Antonio Youth Centers**.

**San Antonio Youth Centers**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

**PURPOSE**

1.03 The mission of the San Antonio Youth Centers shall be to foster the development of inner-city youth so they will make responsible decisions and contribute positively to the community.

**ARTICLE 2 – OFFICES**

**Principal Office**

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

**Registered Office and Registered Agent**

2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

**ARTICLE 3 – MEMBERS**

3.01 The organization shall have no members.

**ARTICLE 4 – BOARD OF DIRECTORS**

**General Powers**

4.01 The Board of Directors shall determine policies for the organization, whose operations are to be managed by an Executive Director. Directors need not be residents of Texas.

**Number, Tenure & Qualifications**

4.02 The number of Directors shall be no less than eight and no more than twenty-four. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chairman. All Directors are expected to engage in fund-raising efforts on behalf of the San Antonio Youth Centers.

The term of office of each Director shall be one year. The number of terms a Director may serve is unlimited. Each year, at the annual meeting of the Board of Directors, each Director shall renew his or her commitment in writing for an additional one year term.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by simple majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year.

Any elected Director may be removed at any time from office by the simple majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of the San Antonio Youth Centers; and use of affiliation with the San Antonio Youth Centers in promoting a political campaign.

#### **Regular Meetings**

4.03 A regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the second Monday of July at the San Antonio Youth Centers office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the second Monday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Executive Director, shall meet on a monthly basis, the second Monday of each month, including the regular quarterly meetings.

#### **Special Meetings**

4.04 Special meetings of the Board of Directors may be called by or at the request of the Chairman or any six Directors. The person or person authorized to call special meetings of the Board may fix any place agreeable to this simple majority of Directors.

#### **Notice**

4.05 Notice of any special meeting of the Board of Directors shall be given at least seven days before the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting. The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, not the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### **Quorum**

4.06 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### **Manner of Acting**

4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.

#### **Vacancies**

4.08 Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a simple majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a simple majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee's name will be presented to the Board for a vote at the next regularly scheduled meeting.

#### **Compensation**

4.09 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expenses of attendance, if any, may be allowed for attendance at regular or special meetings of the Board.

#### **Informal Action by Directors**

4.10 Any action required by law to be taken at a meeting of Directors, or any action which may be taken at a meeting of Directors, may be taken without a meeting if a consent in writing setting forth the action so taken shall be signed by all of the Directors.

### **Indemnification**

- 4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

## **ARTICLE 5 – OFFICERS**

### **Number of Officers**

- 5.01 The officers of the organization shall be a Chairman, a Vice Chairman, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chairman, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

### **Election of Term of Office**

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is unlimited. If a Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

### **Removal**

- 5.03 Any officer elected by the Board of Directors may be removed by a simple majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

### **Vacancies**

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chairman may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

### **Chairman**

- 5.05 The Chairman shall preside at all meetings of the Board of Directors. The Chairman may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chairman shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chairman shall appoint the Chairperson of all committees except the Executive Committee. The chairman shall be an ex-officio member of all standing and ad hoc committees except the nominating committee.

### **Vice-Chairman**

- 5.06 In the absence of the Chairman or in the event of the Chairman's inability or refusal to act, the Vice Chairman, or the Vice Chairman in order of election, shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman. Any Vice Chairman shall perform such other duties as from item to time may be assigned by the Chairman or Board of Directors.

### **Treasurer**

- 5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chairman or directed by the Board of Directors.



### **Secretary**

5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chairman or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the Chairman of automatic resignations.

### **Immediate Past Chairman**

5.09 The Immediate Past Chairman shall serve in an advisory capacity to the incoming Chairman of the Board for a one year period. The Immediate Past Chairman shall also serve on the Executive Committee.

## **ARTICLE 6 – COMMITTEES**

### **Committees of Directors**

6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law.

### **Standing Committees**

6.02 The following are standing committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

#### **(A) Executive Committee:**

The Executive Committee shall be composed of the officers of the Board and the Executive Director, who shall serve as an ex-officio member. The Executive Committee is also charged with the function of reviewing the performance and job description of the Executive Director on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

#### **(B) Finance Committee:**

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

#### **(C) Fund-Raising Committee:**

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of the San Antonio Youth Centers. The subcommittees shall serve as liaisons between the San Antonio Youth Centers and other individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittee will be determined annually by the Board of Directors.

#### **(D) Nominating Committee**



The nominating committee shall present recommendations for officers at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

**(E) Policies Committee**

The policies committee meets at least once annually to review the personnel policy manual and financial policies and to recommend changes to the full Board of Directors.

**(F) By-laws Committee**

The by-laws committee shall meet at least once annually to review these by-laws and recommend changes to the full Board of Directors.

**Committee Duties**

6.03 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

**Term of Office**

6.04 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

**Chairperson**

6.05 The Chairman shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of the San Antonio Youth Centers. The Chairperson of a committee is responsible for tracking committee involvement and reporting it to the Board of Directors at the end of the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary.

**Vacancies**

6.06 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

**Quorum**

6.07 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

**Rules**

6.08 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

**ARTICLE 7 – EXECUTIVE DIRECTOR**

7.01 The Board of Directors shall, by majority vote, nominate an Executive Director who shall so serve. The Executive Director shall be an ex-officio member of the Board of Directors and shall be Chief Executive Officer of the organization. The Executive Director shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Executive Director of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Executive Director. The person serving as Executive Director may be removed by simple majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

## **ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

### **Contracts**

- 8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Executive Director (Chief Executive Officer) and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

### **Checks and Drafts**

- 8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors.

In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chairman, Chairman Advisor, Secretary, Treasurer or Executive Director (Chief Executive Officer).

For check instruments more than \$2,500 the Executive Director and a Board Officer, or two Board Officers, must sign the instrument.

### **Deposits**

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

### **Gifts**

- 8.04 The Board of Directors or Executive Director may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

## **ARTICLE 9 – FINANCE BOOKS AND RECORDS**

- 9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

## **ARTICLE 10 – FISCAL YEAR**

- 10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

## **ARTICLE 11 – AUDITING AND BONDING**

- 11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

## **ARTICLE 12 – WAIVER OF NOTICE**

- 12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization of the by-laws of the organization, 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 13 – AMENDMENTS TO BY-LAWS**

- 13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

## **ARTICLE 14 – PARLIAMENTARY AUTHORITY**

14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

**ARTICLE 15 – DISSOLUTION OF THE CORPORATION**

15.01 Upon dissolution of the corporation, its assets shall be distributed to the State of Texas, the United States, or an education, religious, charitable, or other similar organization that is qualified as a charitable organization under Section 501 (c)(3) Internal Revenue Code of 1986, as amended. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the County in which the principal office of the corporation is then located, exclusively to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for charitable purposes.

**ARTICLE 16 – OWNERSHIP OF PRIVATE PROPERTY**

16.01 The assets of the corporation may include but are not limited to residential real estate property which is held for the purposes of operating a non profit training program for program participants. With respect to any residential real estate property held by the corporation, the corporation is authorized to sell such property to low-income families and shall utilize the proceeds from the sale of such property for the benefit of the nonprofit training program.

**ARTICLE 17 – LEGAL COMPLIANCE**

17.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

**SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 15<sup>th</sup> day of August, 2004.

  
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Dawn Volesky, Chair, Board of Directors

  
\_\_\_\_\_  
Joe Maratea, Vice Chair, Board of Directors

**ATTEST:**

  
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Caroline Benavides, Secretary, Board of Directors

**San Antonio Youth Centers  
BY-LAWS**

**ARTICLE 1 – NAME**

1.01 The name of the corporation shall be the **San Antonio Youth Centers**.

**San Antonio Youth Centers**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

**PURPOSE**

1.03 The mission of the San Antonio Youth Centers shall be to foster the development of inner-city youth so they will make responsible decisions and contribute positively to the community.

**ARTICLE 2 – OFFICES**

**Principal Office**

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

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2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

**ARTICLE 3 – MEMBERS**

3.01 The organization shall have no members.

**ARTICLE 4 – BOARD OF DIRECTORS**

**General Powers**

4.01 The Board of Directors shall determine policies for the organization, whose operations are to be managed by an Executive Director. Directors need not be residents of Texas.

**Number, Tenure & Qualifications**

4.02 The number of Directors shall be no less than eight and no more than twenty-four. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chairman. All Directors are expected to engage in fund-raising efforts on behalf of the San Antonio Youth Centers.

The term of office of each Director shall be one year. The number of terms a Director may serve is unlimited. Each year, at the annual meeting of the Board of Directors, each Director shall renew his or her commitment in writing for an additional one year term.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by simple majority vote.



Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year.

Any elected Director may be removed at any time from office by the simple majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from regular Board meetings; conflict of interests to the detriment of the San Antonio Youth Centers; and use of affiliation with the San Antonio Youth Centers in promoting a political campaign.

#### **Regular Meetings**

4.03 A regular annual election meeting of the Board of Directors shall be held without other notice than these by-laws on the second Monday of July at the San Antonio Youth Centers office or other such location as determined. The full Board of Directors shall meet in July, and thereafter on the second Monday in October, January, and April (Quarterly). An executive committee consisting of Board Officers, including the Executive Director, shall meet on a monthly basis, the second Monday of each month, including the regular quarterly meetings.

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#### **Quorum**

4.06 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### **Manner of Acting**

4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.

#### **Vacancies**

4.08 Three (3) unexcused consecutive absences by a member shall constitute automatic removal from the Board. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors shall be filled by a simple majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a simple majority to fill any vacancy created. The term of office is one year, with an annual renewal of commitment which will be made at the Annual Board meeting. All recommendations for new Board members must be submitted in writing to the Executive Committee who will meet and evaluate the nominee. If the nominee is mutually agreeable, the nominee's name will be presented to the Board for a vote at the next regularly scheduled meeting.

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#### **Informal Action by Directors**

4.10 Any action required by law to be taken at a meeting of Directors, or any action which may be taken at a meeting of Directors, may be taken without a meeting if a consent in writing setting forth the action so taken shall be signed by all of the Directors.

#### **Indemnification**

- 4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

### **ARTICLE 5 – OFFICERS**

#### **Number of Officers**

- 5.01 The officers of the organization shall be a Chairman, a Vice Chairman, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article.

The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Chairmen, Assistant Treasurer, and Immediate Vice Chairman, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors.

#### **Election of Term of Office**

- 5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's successor shall have been duly elected. The number of terms an officer may serve is unlimited. If a Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### **Removal**

- 5.03 Any officer elected by the Board of Directors may be removed by a simple majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

#### **Vacancies**

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chairman may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### **Chairman**

- 5.05 The Chairman shall preside at all meetings of the Board of Directors. The Chairman may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chairman shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chairman shall appoint the Chairperson of all committees except the Executive Committee. The chairman shall be an ex-officio member of all standing and ad hoc committees except the nominating committee.

#### **Vice-Chairman**

- 5.06 In the absence of the Chairman or in the event of the Chairman's inability or refusal to act, the Vice Chairman, or the Vice Chairman in order of election, shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman. Any Vice Chairman shall perform such other duties as from item to time may be assigned by the Chairman or Board of Directors.

#### **Treasurer**

- 5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chairman or directed by the Board of Directors.

### **Secretary**

5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chairman or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the Chairman of automatic resignations.

### **Immediate Past Chairman**

5.09 The Immediate Past Chairman shall serve in an advisory capacity to the incoming Chairman of the Board for a one year period. The Immediate Past Chairman shall also serve on the Executive Committee.

## **ARTICLE 6 – COMMITTEES**

### **Committees of Directors**

6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization ; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law.

### **Standing Committees**

6.02 The following are standing committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

#### **(A) Executive Committee:**

The Executive Committee shall be composed of the officers of the Board and the Executive Director, who shall serve as an ex-officio member. The Executive Committee is also charged with the function of reviewing the performance and job description of the Executive Director on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

#### **(B) Finance Committee:**

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee Chair.

#### **(C) Fund-Raising Committee:**

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of the San Antonio Youth Centers. The subcommittees shall serve as liaisons between the San Antonio Youth Centers and other individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed. Subcommittee will be determined annually by the Board of Directors.

#### **(D) Nominating Committee**



The nominating committee shall present recommendations for officers at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

**(E) Policies Committee**

The policies committee meets at least once annually to review the personnel policy manual and financial policies and to recommend changes to the full Board of Directors.

**(F) By-laws Committee**

The by-laws committee shall meet at least once annually to review these by-laws and recommend changes to the full Board of Directors.

**Committee Duties**

6.03 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

**Term of Office**

6.04 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

**Chairperson**

6.05 The Chairman shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of the San Antonio Youth Centers. The Chairperson of a committee is responsible for tracking committee involvement and reporting it to the Board of Directors at the end of the fiscal year. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary.

**Vacancies**

6.06 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

**Quorum**

6.07 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

**Rules**

6.08 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

**ARTICLE 7 – EXECUTIVE DIRECTOR**

7.01 The Board of Directors shall, by majority vote, nominate an Executive Director who shall so serve. The Executive Director shall be an ex-officio member of the Board of Directors and shall be Chief Executive Officer of the organization. The Executive Director shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Executive Director of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Executive Director. The person serving as Executive Director may be removed by simple majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.



## **ARTICLE 8 – CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

### **Contracts**

- 8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

### **Checks and Drafts**

- 8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Chairman, Chairman Advisor, Secretary, Treasurer or Executive Director. For check instruments more than \$1,500 the Executive Director and a Board Officer, or two Board Officers, must sign the instrument.

### **Deposits**

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

### **Gifts**

- 8.04 The Board of Directors or Executive Director may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

## **ARTICLE 9 – FINANCE BOOKS AND RECORDS**

- 9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

## **ARTICLE 10 – FISCAL YEAR**

- 10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

## **ARTICLE 11 – AUDITING AND BONDING**

- 11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

## **ARTICLE 12 – WAIVER OF NOTICE**

- 12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization or the by-laws of the organization, 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 13 – AMENDMENTS TO BY-LAWS**

- 13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

## **ARTICLE 14 – PARLIAMENTARY AUTHORITY**

- 14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

## **ARTICLE 15 – DISSOLUTION OF THE CORPORATION**

15.01 Upon dissolution of the corporation, its assets shall be distributed to the State of Texas, the United States, or an education, religious, charitable, or other similar organization that is qualified as a charitable organization under Section 501 (c)(3) Internal Revenue Code of 1986, as amended. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the County in which the principal office of the corporation is then located, exclusively to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for charitable purposes.

**ARTICLE 16 – LEGAL COMPLIANCE**

16.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

**SIGNATURES AND ATTESTATION**

Adopted by the Board of Directors on the 14<sup>th</sup> day of July, 2003.

  
\_\_\_\_\_  
Dawn Volesky, Chairman, Board of Directors

  
\_\_\_\_\_  
Steve Neiheisel, Vice Chair, Board of Directors

**ATTEST:**

  
\_\_\_\_\_  
Caroline Benavides, Secretary, Board of Directors

**Downtown Youth Center**  
**BY-LAWS**

**ARTICLE 1 – NAME**

1.01 The name of this organization shall be the Downtown Youth Center.

**Downtown Youth Center**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

**PURPOSE**

1.03 The mission of the Downtown Youth Center shall be to foster the development of inner-city youth so they will make responsible decisions and contribute positively to the community.

**ARTICLE 2 - OFFICES**

**Principal Office**

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, as the Board of Directors may determine or as the affairs of the organization may require.

**Registered Office and Registered Agent**

2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

**ARTICLE 3 - MEMBERS**

3.01 The organization shall have no members.

**ARTICLE 4 - BOARD OF DIRECTORS**

**General Powers**

4.01 The Board of Directors shall determine policies for, provide fiscal oversight for, conduct fund-raising, and govern the organization, whose operations are to be managed by an Executive Director. Directors need not be residents of Texas.

**Number, Tenure & Qualifications**

4.02 The number of Directors shall be no less than eight and no more than twenty-four. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings.

Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced.

All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the Chairman. All Directors are expected to engage in fund-raising efforts on behalf of the Downtown Youth Center.

The term of office of the Board shall be three (3) years. A person may serve two (2) consecutive three (3) year terms, after which one year's absence is required before that person is again eligible to serve on the Board.

The Directors named in the Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and thereafter, the Board of Directors shall elect new Directors by simple majority vote.

Each Director elected at annual election meetings after the first annual election meeting shall serve for a term of three years. If for any reason, elections are not held at the annual election meeting, they will be held as soon as thereafter as practical.

The Board of Directors may remove any elected Director at any time from office by the simple majority vote at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences from required Board meetings; conflict of interests to the detriment of the Downtown Youth Center; and use of affiliation with the Downtown Youth Center in promoting a political campaign.

meeting of the Board of Directors. Each officer shall hold office until such officer's successor shall have been duly elected. No officer shall serve more than two consecutive terms in the same office. A Director's term ends while said Director holds a position as an officer, and in that event, the board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### Removal

5.03 Any officer elected by the Board of Directors may be removed by a simple majority vote of the Board of Directors whenever in its judgment the best interests of the organization would be served thereby.

#### Vacancies

5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The Chairman may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### Chairman

5.05 The Chairman shall preside at all meetings of the Board of Directors. The Chairman may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the Chairman shall perform all duties as may be prescribed by the Board of Directors from time to time. The Chairman shall be an ex-officio member of all standing and ad hoc committees except the nominating committee.

#### Vice-Chairman

5.06 In the absence of the Chairman or in the event of the Chairman's inability or refusal to act, the Vice Chairman, the Vice Chairman in order of their election) shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman. Any Vice-Chairman shall perform such other duties as from time to time may be assigned by the Chairman or Board of Directors.

#### Treasurer

5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance Committee; and (5) perform all duties that may be assigned by the Chairman or directed by the Board of Directors.

#### Secretary

5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chairman or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings and shall notify the Chairman of automatic resignations.

#### Chairman's Advisor

5.08 The Board may elect to have a Chairman's Advisor to a newly appointed Chairman. Such Advisor, if any, shall be the immediate past Chairman of the Board of Directors.

## ARTICLE 6 - COMMITTEES

#### Committees of Directors

6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution shall exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering, or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefor; adopting a plan for the distribution of the assets of the organization; or amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law.



## Standing Committees

6.02 The following are standing committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the management of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

### (A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Executive Director, who shall serve as an ex-officio member. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting.

### (B) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and develop a budget for each new fiscal year for Board action, present the budget to appropriate funding groups, review the current fiscal year's operation, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed annually by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources.

### (C) Board Development Committee

The Board Development Committee shall present a slate of nominees to be elected to the Board of Directors at regularly scheduled Board meetings. This committee shall also ensure new Board members receive proper orientation and training. This committee also reviews the bylaws from time to time as determined by the Board of Directors, and makes recommended changes to the Board of Directors. The Board Development Committee will meet regularly as needed.

### (D) Fund-Raising Committee

Each Board member is to serve on at least one fund-raising subcommittee for any event held for the benefit of the Downtown Youth Center. Subcommittees will be determined by the Board of Directors. The subcommittees shall serve as liaisons between the Downtown Youth Center and other individuals or organizations desiring to raise money or other benefits for the organization. The subcommittees will meet regularly as needed.

### (E) Nominating Committee

The nominating committee shall present recommendations for officers at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

### (F) Personnel Committee

The personnel committee shall review the performance of the Executive Director annually and present a formal written evaluation of the Executive Director's performance. The personnel committee shall also review the job description of the Executive Director and make recommendations for changes as needed. The personnel committee members shall be determined by the Board of Directors and shall meet when needed.

## Committee Duties

6.03 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. The Board of Directors shall approve any suggested alteration or modification as soon as practicable.

## Term of Office

6.04 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

## Chairperson

6.05 The Chairperson of any committee shall be determined by committee members. The Chairperson of each committee has the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of the Downtown Youth Center. The Chairperson of the committee is responsible for presenting committee reports as may be deemed necessary.

## Vacancies

6.06 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

#### Quorum

- 6.07 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

#### Rules

- 6.08 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

### ARTICLE 7 - EXECUTIVE DIRECTOR

- 7.01 By simple majority vote, the Board of Directors shall nominate an Executive Director who shall so serve. The Executive Director shall be an ex-officio member of the Board of Directors and shall be Chief Executive Officer of the organization. The Executive Director shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Executive Director of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the board. The person serving as Executive Director may be removed by simple majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, and such removal shall be without prejudice to the contract rights, if any, of the person so removed.

### ARTICLE 8 - CONTRACTS, CHECKS, DEPOSITS AND FUNDS

#### Contracts

- 8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the officers so authorized by these by-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

- 8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, the Chairman, Chairman Advisor, Secretary, Treasurer or Executive Director shall sign such instruments.

#### Deposits

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

#### Gifts

- 8.04 The Board of Directors or Executive Director may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

### ARTICLE 9 – FINANCE BOOKS AND RECORDS

- 9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

### ARTICLE 10 - FISCAL YEAR

- 10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

### ARTICLE 11 - AUDITING AND BONDING

- 11.01 The finance records and transactions of the organization shall be received annually by a certified public accountant and an audit report shall be submitted to the Board or the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

### ARTICLE 12 - WAIVER OF NOTICE

- 12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization of the bylaws of the organization, 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 13 - AMENDMENTS TO BYLAWS

- 13.C 1 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a

previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior the day the amendments are to be acted on.

#### ARTICLE 14 - PARLIAMENTARY AUTHORITY

- 14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

#### ARTICLE 15 - DISSOLUTION OF THE CORPORATION

- 15.01 Upon dissolution of the corporation, its assets shall be distributed to the State of Texas, the United States, or an educational, religious, charitable, or other similar organization as determined by the Board of Directors that is qualified as a charitable organization under Section 501(c)(3) Internal Revenue Code of 1986, as amended. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the County in which the principal office of the corporation is then located, exclusively to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for charitable purposes.

#### ARTICLE 16 - LEGAL COMPLIANCE

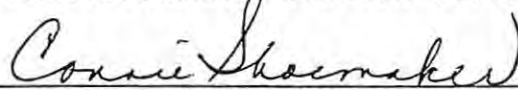
- 16.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

#### SIGNATURES AND ATTESTATION

Adopted by the Board of Directors on the 10<sup>th</sup> day of July 2000.



Ysau Flores, Chairman of the Board of Directors



Connie Shoemaker, Vice Chair, Board of Directors

ATTEST:



Sandra L. Dworaczyk, Secretary

## ARTICLE 1

1.01 The name of this organization shall be the Downtown Youth Drop-In Center.

### The Downtown Youth Drop-In Center

1.02 Shall be chartered as a non profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by Section 501(c)(3) of the Internal Revenue Code of 1986; as may be amended from time to time.

### PURPOSE

1.03 The purpose of the Downtown Youth Drop-In Center, hereinafter referred to as the "Downtown Youth Center", shall be to provide a safe, wholesome, drug-free environment for children between the ages of six, and seventeen years to gather who would otherwise congregate, or who have shown a propensity to congregate, within the downtown area of San Antonio; and whose department while in this area causes concern among the citizenry regarding the safety of residents and visitors to the area and the security of the downtown environment. The Downtown Youth Center will attempt to negate these community concerns by encouraging the above described target population to utilize the Center for recreational, and educational pursuits as well as for social counseling, substance abuse counseling, information, referral services, and other appropriate forms of personal assistance. The primary focus of the Downtown Youth Center is to provide initial rehabilitative services with referrals made to other community agencies for on-going counseling as soon as practical thereafter. The Downtown Youth Center, and there services provided therein, shall be available to all children within the targeted age range and population regardless of sex, race, ethnicity, nationality, and religious affiliation or lack thereof, who comply with the rules promulgated by the Executive Director of the Downtown Youth Center to assist in insuring the safety of other participants and the integrity of the programs offered. It should be understood that exceptions may be made on a case-by-case basis by the Executive Director or his designed to the age range of children served.

## ARTICLE 2

### OFFICES

#### Principal office

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, either within or without the State of Texas, as the Board of Directors may determine or as the affairs of the organization may require from time to time.

#### Registered Office and Registered Agent

2.02 The organization shall have and continuously maintain in the State of



Texas a registered office, and a registered agent whose office in identical with such registered office. The registered office may be, but need not be, identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

### ARTICLE 3

#### MEMBERS

3.01 The organization shall have no members.

### ARTICLE 4

#### BOARD OF DIRECTORS

##### General Powers

4.01 The affairs of the organization shall be managed by its Board of Directors. Directors need not be residents of Texas.

##### Number, Tenure & Qualifications

4.02 The number of Directors shall be no less than eight and no more than twenty-four. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings. Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board, and shall be replaced. All Directors are expected to accept appointment as chairperson or committee member of a standing or special committee as requested by the President. All Directors are expected to engage in fund-raising efforts on behalf of the Downtown Youth Center.

The following agencies and organizations, as the organizing agencies, may have one (1) member: Bexar County Juvenile Probation Department; Bexar County Volunteers in Probation; City of San Antonio, Police Department; City of San Antonio, Youth Services Division; San Antonio Housing Authority; St. Mary's Roman Catholic Church; Young Mens Christian Association, Downtown branch.

The term of office on the Board shall be three years. A person may serve two consecutive 3-year terms, after which a year's absence is required before that person is again eligible to serve on the Board.

The directors named in the Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and thereafter, directors shall be elected by the Board of Directors. Each director elected at annual election meetings subsequent to the first annual election meeting shall serve for a term of three years. If for any reason elections are not held at the annual election meeting, they will be held as soon thereafter as practical.

Any elected director may be removed at any time from office by the simple majority vote of the directors present at any constituted meeting. Grounds for removal include, but are not limited to, the following: three (3) unexcused absences from regular Board meetings; conflict of interests to

the detriment of the Downtown Youth Center; and use of affiliation with the Downtown Youth Center in promoting a political campaign.

#### Regular Meetings

4.03 A regular annual election meeting of the Board of Directors shall be held without other notice than this bylaw on the first Monday of July at the Downtown Youth Center offices. The full Board of Directors shall meet on a quarterly basis beginning with the regular annual election meeting in July, and thereafter on the first Monday in October, January, and April. An executive committee consisting of officers shall meet on a monthly basis, the first Monday of each month, including the regular quarterly meetings.

#### Special Meetings

4.04 Special meeting of the Board of Directors may be called by or at the request of the President or any six Directors. The person or persons authorized to call special meetings of the Board may fix any place agreeable to this simple majority of the Directors.

#### Notice

4.05 Notice of any special meeting of the Board of Directors shall be given at least seven days prior to the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting. The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### Quorum

4.06 1/3 of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### Manner of Acting

4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.

#### Vacancies

4.08 Three unexcused consecutive absences by a member shall constitute resignation from the Board. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of Directors shall be filled by a simple majority of the remaining Board of Directors present at a regularly constituted meeting. A Director shall be elected by a simple majority to fill a vacancy for any unexpired term. The term of office is limited to the majority of two consecutive three-year terms. All recommendations for new board members must be submitted in writing to the nominating committee who will meet will and evaluate the designee, if they are mutually agreeable the designee's name will be presented to the board for a vote at the next regularly scheduled meeting.

### Compensation

4.09 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expenses of attendance, if any, may be allowed for attendance at each regular or special meeting of the Board; but nothing herein contained shall be construed to preclude any Director from serving the organization in any other capacity any receiving compensation therefor.

### Informal Action by Directors

4.10 Any action required by law to be taken at a meeting of Directors, or any action which may be taken at a meeting of Directors, may be taken without a meeting if a consent in writing setting forth the action so taken shall be signed by all of the Directors.

### Indemnification

4.11 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

## ARTICLE 5

### OFFICERS

#### Number of Officers

5.01 The officers of the organization shall be a President, one or more Vice Presidents (the number thereof to be determined by the Board of Directors), a Secretary, Treasurer, and the Presidential Advisor, and such other officers as may be elected in accordance with the provisions of this Article. The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Presidents, Assistant Treasurer, as it shall deem desirable, such officers to have the authority and perform the duties prescribed, from time to time, by the board of Directors. The office of Parliamentarian shall be filled by election by the board. The Parliamentarian shall be a voting member of the Executive Committee. Any two or more offices may be held by the same person, except the offices of President and Parliamentarian.

#### Election of Term of Office

5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New officers may be created and filled at any meeting of the Board of Directors. Each officer shall hold office until such officer's successor shall have been duly elected. No officer shall serve more than two consecutive terms in the same office. A Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.



### Removal

5.03 Any officer elected by the Board of Directors may be removed by a simple majority vote of the Board of Directors whenever in its judgement the best interests of the organization would be served thereby.

### Vacancies

5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term.

### President

5.05 The President shall preside at all meeting of the Board of Directors. The President may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Director, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the President shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time. The President shall appoint the Chairperson of all committees except the Executive Committee. The President shall be an ex-officio member of all standing and ad hoc committees except he Nominating Committee.

### Vice President

5.06 In the absence of the President or in the event of the President's inability or refusal to act, the Vice President (or in the event there be more than one Vice President, the Vice Presidents in order of their election) shall perform the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. Any Vice President shall perform such other duties as form time to time may be assigned by the President of Board of Directors.

### Treasurer

5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's operating budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records; (4) serve as Chairperson of the Finance Committee; and (5) perform all the duties that may be assigned by the President or directed by the Board of Directors.

### Secretary

5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; be custodian of the organization's records and, in general, perform all duties incident to the office of Secretary and such other duties as form time to time may be assigned by the President or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the President of automatic resignations.



## Presidential Advisor

.09 The immediate past president, who may or may not be an elected director, shall serve as the Presidential Advisor. Should the immediate past president not be available to serve in this capacity, any past president may be selected to serve.

## ARTICLE 6

### COMMITTEES

#### Committees of Directors

6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution shall have an exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors in reference to amending, altering, or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefor; adopting a plan for the distribution of the assets of the organization; or amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Director, or any individual Director, of any responsibility imposed by law.

#### Standing Committees

6.02 The following are standing committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the management of the organization subject to the limitations of Article 6.01 and any other powers and limitations hereafter provided in resolutions of the Board of Directors:

(a) Executive Committee.

The Executive Committee shall be composed of the officers of the Board and the Executive Director, who shall serve as an ex-officio member. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting.

(b) Program and Operations Committee.

The Program and Operations Committee shall continuously review and analyze the organization's responsibility to meet the needs of the Downtown Youth Center. This committee shall also monitor progress of ongoing programs and services.

(c) Finance Committee.

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and develop a budget

for each new fiscal year for Board action, present the budget to appropriate funding groups, review the current fiscal year's operation, and submit quarterly reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources.

(d) Nominating Committee.

The Nominating Committee shall be composed of five (5) members, elected by a majority vote of the Directors presents at the annual meeting. The Committee shall elect its own chairperson. The Nominating Committee shall present a slate of nominees to be elected to the Board of Directors at the annual election meeting. It shall further be the duty of the Nominating Committee to prepare a slate of Directors to be elected as officers. The Nominating Committee will make recommendations to the Board when vacancies occur. No member of the committee shall serve for two consecutive years. Nothing herein shall prevent floor nominations by Directors at the annual election meeting.

(e) Personnel Committee.

The Personnel Committee shall consist of the President, the Committee chairperson, and three other members. Its purpose is to provide the Board of Directors with a yearly performance appraisal and salary recommendation for the Executive Director and to assist the Executive Director in the review, update and development of personnel policy manuals.

(f) Public Relations Committee.

The Public Relations Committee shall prepare an adequate public relations program for the organization, which will be a general and continued program to inform the public of the Downtown Youth Center programs.

(g) Financial Development Committee.

The Financial Development Committee shall formulate plans and programs directed toward insuring continued financial support of the Home for delivery of services, including grant and special gifts from individuals, groups, foundations, and governmental agencies. The Financial Development Committee shall make every effort to serve as liaison between Downtown Youth Center and other individuals or organizations desiring to raise money or other benefits for the Downtown Youth Center.

(h) Buildings and Grounds Committee.

The Buildings and Grounds Committee shall have the responsibility of overseeing the repairs, preventative maintenance, and alterations of the buildings and grounds of the Home. Property and equipment shall be reviewed by this committee before presentation to the Board of Directors. This committee shall perform all other such duties as shall be determined by the President or the Board of Directors.

(i) By-Laws Committee.

The By-Laws Committee shall review any and all amendments to the By-Laws. It shall review the By-Laws every two (2) years for the purpose of determining if changes are in order.

(j) Volunteers Committee.

The Volunteers Committee shall serve as a liaison between the Board of Directors and the Coordinator of Volunteers. This committee shall assist as needed in the development of programs for the recruitment and retention of volunteers, orientation of volunteers, and record keeping of volunteer

activity. The committee shall give recognition to volunteers as appropriate.

#### Committee Duties

6.03 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committee's duties and functions. Any suggested alternation or modification shall be approved by the Board of Directors as soon as practicable.

#### Term of Office

6.04 Each member of a committee shall continued as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgement the best interest of the organization shall be served such removal.

#### Chairperson

6.05 One member of each committee shall be appointed Chairperson by the President. The Chairperson of each committee has the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of the Downtown Youth Center.

#### Vacancies

6.06 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

#### Quorum

6.07 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

#### Rules

6.08 Each committee may adopt rules for its own government not inconsistent with these bylaws or with rules adopted by the Board of Directors.

### ARTICLE 7

#### EXECUTIVE DIRECTOR

7.01 The Board of Directors shall, by majority vote, nominate an Executive Director who, shall so serve. The Executive Director shall be an ex-officio member of the Board of Directors and shall be the chief executive officer of the organization and shall in general supervise and control all of the business and affairs of the organization. The Executive Director shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the programs and policies of the Board and the objectives of the organization. The Executive Director of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by



the bylaws and policies of the Board. The Personnel Committee shall conduct an annual review and evaluation of the performance of the Executive Director. The person serving as Executive Director may be removed by majority of the Board of Directors, whenever in its judgement the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

## ARTICLE 8

### CONTRACTS, CHECKS, DEPOSITS AND FUNDS

#### Contracts

8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the officers so authorized by these by-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

8.02 All checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the President, President Advisor, Secretary, Treasurer or Executive Director.

#### Deposits

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

#### Gifts

8.04 The Board of Directors may accept on behalf of the organization any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the organization.

## ARTICLE 9

### BOOKS AND RECORDS

9.01 The organization shall keep correct and complete books and records of account shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. All books and records of the organization may be inspected by any officer or director for any proper purpose at any reasonable time.



ARTICLE 10

FISCAL YEAR

10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

ARTICLE 11

AUDITING AND BONDING

11.01 The finance records and transactions of the organization shall be received yearly by a certified public accountant and an audit report shall be submitted to the Board, or the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

ARTICLE 12

WAIVER OF NOTICE

12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization or the bylaws of the organization, 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 13

AMENDMENTS TO BYLAWS

13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

ARTICLE 14

PARLIAMENTARY AUTHORITY

14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

ARTICLE 15

LEGAL COMPLIANCE

15.01 Should any section of these bylaws or part thereof, be determined to be contrary to the laws of the United States, the state of Texas or the articles of organization, said by law, or part thereof, shall be invalidated

and of no effect.

SIGNATURES AND ATTESTATION

opted by the Board of Directors on the 5th day of June, 1992,

Joni Monell

Robert Nestbrook M.D.

Attest:

Robert Perry  
Secretary

**BY-LAWS**

**ARTICLE 1**

1.01 The name of the corporation shall be the St. Mary's Youth Drop-In Center.

**The St. Mary's Youth Drop-In Center**

1.02 Shall be chartered as a not-for-profit corporation in compliance with the Texas Nonprofit Corporation Act, as amended. The resources of this organization shall be exclusively for educational and charitable purposes as defined by section 501(c)(3) of the Internal Revenue Code of 1986, as may be amended from time to time.

**PURPOSE**

1.03 The purpose the St. Mary's Youth Drop-In Center, hereinafter referred to as the "Drop-In Center," shall be to provide a safe, wholesome, drug-free environment for children between the ages of six, and seventeen years to gather who would otherwise congregate, or who have shown a propensity to congregate, within the downtown area of San Antonio; and whose department while in this area causes concern among the citizenry regarding the safety of residents and visitors to the area and the downtown environment. The "Drop-In Center" will attempt to negate these community concerns by encouraging the above described target population to utilize the Center for recreational, and educational pursuits as well as for social counseling, substance abuse counseling, information, referral services, and other appropriate forms of personal assistance. The primary focus of the "Drop-In Center" is to provide initial rehabilitative services with referrals made to other community agencies for on-going counseling as soon as practical thereafter. The Center, and their services provided therein, shall be available to all children within the targeted age range and population regardless of sex, race, ethnicity, nationality, and religious affiliation of lack thereof, who comply with the rules promulgated by the executive Director of the Center to assist in ensuring the safety of other participants and the integrity of the programs offered. It should be understood that exceptions may be made on a case-by-case basis by the executive Director or his designee to the age range of children served.

**ARTICLE 2**

**OFFICES**

Principal Office

2.01 The principal office of the organization in the State of Texas shall be located in the City of San Antonio, County of Bexar. The organization may have such other offices, within or outside of the State of Texas, either as the Board of Directors may determine or as the affairs of the organization may require.

Registered Office and Registered Agent

2.02 The organization shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such

registered office. The registered office may be, but need not be identical with the principal office of the organization in the State of Texas, and the address of the registered office may be changed from time to time by the Board of Directors.

### **ARTICLE 3**

#### **MEMBERS**

3.01 The organization shall have no members.

### **ARTICLE 4**

#### **BOARD OF DIRECTORS**

##### General Powers

4.01 The affairs of the organization shall be managed by its board of directors. Directors need not be residents of Texas.

##### Number, Tenure & Qualifications

4.02 The number of Directors shall be no less than eight and no more than twenty-four. The Directors shall attend all meetings of the Board of Directors, both regular and called meetings. Any Director absent from three consecutive regular meetings of the Board of Directors shall automatically lose office on the Board and shall be replaced. All Directors are expected to accept appointment as Chairperson or committee member of a standing or special committee as requested by the President. All Directors are expected to engage in fund-raising efforts on behalf of St. Mary's Youth Drop-In Center.

The following agencies and organizations, as the organizing agencies, may have (1) one member: Bexar County Juvenile Probation Department; Bexar County Volunteers in Probation; City of San Antonio, Police Department; City of San Antonio, Youth Services Division; San Antonio Housing Authority; St. Mary's Roman Catholic Church; Young Mens Christian Association, Downtown Branch.

The term of office of each Director shall be three years. A person may serve two consecutive 3-year terms, after which a year's absence is required before that person is again eligible to serve on the Board.

The Directors named in the original Articles of Organization shall hold office until the first annual election meeting of the Board of Directors and until their successors are elected. At the first annual election meeting of the Board of Directors and at any scheduled Quarterly Board meeting thereafter, Directors shall be elected by the Board of Directors by majority vote.

Each Director elected at any scheduled Quarterly Board meeting shall serve a term of one year which will be automatically renewed each year.

Any elected Director may be removed at any time from office by the majority vote of the Directors present at any constituted meeting. Grounds for removal include, but are not limited to the following: three (3) unexcused absences



from regular Board meetings; conflict of interests to the detriment of St. Mary's Youth Drop-In Center; and use of affiliation with St. Mary's Youth Drop-In Center in promoting a political campaign.

#### Regular Meetings

- 4.03 A regular annual election meeting of the Board of Directors shall be held without other notice than this bylaws on the first Monday of July at the Drop-In Center offices. The full Board of Directors shall meet on a quarterly basis beginning with the regular annual election meeting in July, and thereafter on the first Monday in October, January, and April. An executive committee consisting of officers shall meet on a monthly basis, the first Monday of each month, including the regular quarterly meetings.

#### Special Meetings

- 4.04 Special meeting of the Board of Directors may be called by or at the request of the President or any six Directors. The person or persons authorized to call special meetings of the Board may fix any place agreeable to this simple majority of the Directors.

#### Notice

- 4.05 Notice of any special meeting of the Board of Directors shall be given at least seven days prior to the meeting. Notice shall be written or oral. Any Director may waive notice of any meeting. The attendance of the Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at nor the purpose of, any regular or special meeting of the Board need to be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

#### Quorum

- 4.06 One-third (1/3) of the total voting members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board.

#### Manner of Acting

- 4.07 The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by the bylaws.

#### Vacancies

- 4.08 Three unexcused consecutive absences by a member shall constitute resignation from the Board. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of Directors shall be filled by a simple majority of the remaining Board of Directors present at a regularly constituted meeting. A director shall be elected by a simple majority to fill a vacancy for any unexpired term. The term of office is

limited to the majority of two consecutive three-year terms of office. All recommendations of new board members must be submitted in writing to the nominating committee who will meet and evaluate the designee, if they are mutually agreeable the designee's name will be presented to the full board for a vote at the next regularly scheduled meeting.

#### Compensation

4.09 Directors as such shall not receive any stated salaries for their services, but by resolution of the Board of Directors a fixed sum and expense of attendance, if any, may be allowed for attendance at each regular or special meeting of the Board; but nothing herein contained shall be construed to preclude any Director from serving the organization in any other capacity any receiving compensation thereof.

#### Indemnification

4.09 The organization shall indemnify all Directors, former or current, for expenses and costs in connection with any claim, by action in Court or otherwise, by reason of having served as a Director, except in relation to matters as to which the Director has been found guilty of intentional misconduct or gross negligence.

### **ARTICLE 5**

#### **OFFICERS**

##### Number of Officers

5.01 The officers of the organization shall be a President, one or more Vice Presidents (the number thereof to be determined by the Board of Directors), a Secretary, a Treasurer, a Presidential Advisor, and such other officers as may be elected in accordance with the provisions of this Article. The Board of Directors may elect such other officers, including one or more Assistant Secretaries and one or more Vice Presidents, Assistant Treasurer, and Immediate Past President, as it shall deem desirable, such officers to have the authority and perform duties prescribed, from time to time, by the Board of Directors. The office of Parliamentarian shall be filled by election by the board. The Parliamentarian shall be a voting member of the Executive Committee. Any two or more offices may be held by the same person, except the office of President and Parliamentarian.

##### Election of Term of Office

5.02 The officers of the organization shall be elected annually at the July meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as possible. New offices may be created and filled at any meeting of the Board of Directors. The term of office is one year. Each officer shall hold office until such officer's

successor shall have been duly elected. The number of terms an officer may serve is two. If a Director's term ends while said Director holds a position as an officer, than in that event, the Board, by majority vote, may elect to name said Director as an elected Director for the duration of the term of office held by said Director.

#### Removal

- 5.03 Any officer elected by the Board of Directors may be removed by a majority vote of the Board of Directors whenever in its judgment the best interest of the organization would be served thereby.

#### Vacancies

- 5.04 A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. The President may appoint any Director not serving as an officer to a vacant position when a Board office becomes vacant.

#### President

- 5.05 The President shall preside at all meetings of the Board of Directors. The President may sign, with the Secretary or any other proper officer of the organization authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments except in cases where the signing and executing thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the organization; and in general the President shall perform all duties as may be prescribed by the Board of Directors from time to time. The President shall appoint the Chairperson of all committees except the Executive Committee. The President shall be an ex-officio member of all standing and ad hoc committees except the nominating committee. The number of consecutive terms the President may serve is one (=2 years).

#### Vice-President

- 5.06 In the absence of the President or in the event of the President's inability or refusal to act, the Vice President, or the Vice President in order of election, shall perform the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. Any Vice President shall perform such other duties as from item to time may be assigned by the President or Board of Directors.

#### Treasurer

- 5.07 It shall be the duty of the Treasurer to: (1) submit a monthly report to the Board of Directors on the status of the organization's budget; (2) see that adequate financial accounting records are maintained by the bookkeeper; (3) request and present to the Board an annual audit of financial records that has been performed by an independent audit; (4) serve as Chairperson of the Finance

Committee; and (5) perform all duties that may be assigned by the President or directed by the Board of Directors.

#### Secretary

- 5.08 The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; give all notices in accordance with the provisions of these bylaws or as required by law; and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the President or by the Board of Directors. The Secretary shall also monitor attendance at the Board meetings, and shall notify the President automatic resignations.

#### Presidential Advisor

- 5.09 The immediate past president, who may or may not be an elected director, shall serve as the Presidential Advisor. Should the Immediate Past President not be available to serve in this capacity, any past president may be elected to serve in this capacity.

### **ARTICLE 6**

#### **COMMITTEES**

#### Committees of Directors

- 6.01 The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the organization. However, no such committee shall have the authority of the Board of Directors on reference to amending, altering or repealing the bylaws; electing, appointing, or removing or any Director or officer of the organization; amending the Articles of Organization; adopting a plan of merger or adopting a plan of consolidation with another organization; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the organization; authorizing the voluntary dissolution of the organization or revoking proceeding therefore; adopting a plan for the distribution of the assets of the organization; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any such committee and delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed by law. Individuals who are not Board members who are interested in serving on any committee may so serve as determined by the committee so long as non-voting members do not exceed the number of voting members of the committee.

#### Standing Committees

The following are committees consisting of one or more Directors, which committees shall have and exercise the authority of the Board of Directors in the oversight of the organization subject to the limitations of Article 6.01 and



any other powers and limitations hereafter provided in resolutions of the Board of Directors:

(A) Executive Committee:

The Executive Committee shall be composed of the officers of the Board and the Executive Director, who shall serve as an ex-officio member. The primary function of the Executive Committee shall be to conduct the routine business of the Board during periods when the full Board does not meet. The Executive Committee is also charged with the function of reviewing the performance and job description of the Executive Director on an annual basis. The Executive Committee shall further present a slate of nominees for Board membership to be elected to the Board of Directors at any regularly scheduled Board meeting and provide opportunities for Board development and training. Subject to the approval of the Board, the Executive Committee shall be empowered to make decisions for the Board when time limits preclude the calling of a Board meeting. The Executive Committee meets during months when the full Board does not meet.

(B) Program and Operations Committee:

The Program and Operations Committee shall continuously review and analyze the organization's responsibility to meet the needs of the St. Mary's Youth Drop-In Center. This committee shall also monitor progress of ongoing programs and services.

(C) Finance Committee:

The Finance Committee shall review financial needs of the agency in light of its present and future programs, formulate and recommend a budget for each new fiscal year for Board action, review the current fiscal year's finances, and submit financial reports to the Board. The financial records and transactions of the corporation shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and other appropriate funding sources. The Board Treasurer serves as the Finance Committee President.

(D) Nominating Committee:

The nominating committee shall present recommendations for officers and committee assignments at the annual meeting of the Board of Directors. Members of the nominating committee shall be determined by the Board of Directors and shall meet regularly as needed.

(e) Personnel Committee:

The Personnel Committee shall consist of the President, the Committee Chairperson and three other members. Its purpose is to provide the Board of Directors with a yearly performance appraisal and salary recommendation for the Executive Director and to assist the Executive Director in the review, update and development of the personnel policy manuals.

(f) Public Relations Committee:

The Public Relations Committee shall prepare an adequate public relations program for the organization, which will be a general and continued program to inform the public of the St. Mary's Youth Drop-In programs.

(g) Financial Development Committee:

The Financial development Committee shall formulate plans and programs directed toward ensuring continued financial support of the agency for the delivery of

services, including grant and special gifts from individuals, groups, foundations and governmental agencies. The Financial Development Committee shall make every effort to serve as liaison between St. Mary's Youth Drop-In Center and other individuals or organizations desiring to raise money or other benefits for the St. Mary's Youth Drop-In Center.

(E) By-laws Committee

The by-laws committee shall meet at least once annually to review the by-laws and to recommend changes to the full Board of Directors. The committee shall review the bylaws every two (2) years for the purpose of determining if changes are in order.

(F) Ad Hoc Committees

As deemed necessary by the Board of Directors, ad hoc committees may be instituted to carry out specific projects or functions for the corporation. Membership shall not be limited to the members of the Board of Directors.

Committee Duties

6.02 Nothing herein shall prevent members of the standing committees from altering or modifying a description of the committees' duties and functions. Any suggested alteration or modification shall be approved by the Board of Directors as soon as practicable.

Term of Office

6.03 Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed. Any committee member may be removed by a majority of the Committee or by a majority vote of the Directors present at a meeting whenever in their judgment the best interest of the organization shall be served by such a removal.

Chairperson

6.04 The President shall appoint one member of each committee Chairperson. The Chairperson of each committee and the express authority to appoint committee members who are not members of the Board of Directors whenever in the discretion of the Chairperson such appointment is deemed to be in the best interest of St. Mary's Youth Drop-In Center.

Vacancies

6.05 Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in this case of the original appointments.

Quorum

6.06 Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

Rules

- 6.07 Each committee may adopt rules for its own government consistent with these bylaws or with rules adopted by the Board of Directors.

## **ARTICLE 7**

### **EXECUTIVE DIRECTOR**

- 7.01 The Board of Directors shall, by majority vote, nominate an Executive Director who shall so serve. The Executive Director shall be an ex-officio member of the Board of Directors. The Executive Director shall be directly responsible to the Board of Directors and shall have responsibility for carrying out the organization's programs and policies. The Executive Director of the organization will have full responsibility for the hiring and dismissal of all staff and employees and for the fiscal administration of the organization within the framework set by the bylaws and policies of the Board. The Executive Committee shall conduct an annual review and evaluation of the performance of the Executive Director. The person serving as Executive Director may be removed by majority of the Board of Directors, whenever in its judgment the best interests of the organization would be served thereby, by such removal shall be without prejudice to the contract rights, if any, of the person so removed.

## **ARTICLE 8**

### **CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

#### Contracts

- 8.01 The Board of Directors may authorize any officer or officers, agent or agents of the organization, in addition to the Executive Director and officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization. Such authority may be general or confined to specific instances.

#### Checks and Drafts

- 8.02 All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the organization shall be signed by such officer or officers, agent or agents of the organization in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Executive Director, President, President Advisor, Secretary, or Treasurer.

#### Deposits

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

Gifts

8.04 The Board of Directors or Executive Director may accept on behalf of the organization any contribution, gift, bequest, or device for the general purposes or for any special purpose of the organization.

**ARTICLE 9**

**BOOKS AND RECORDS**

9.01 The organization shall keep correct and complete books and records of the accounts and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors. Any officer or Director may inspect all books and records of the organization for any proper purpose at any reasonable time.

**ARTICLE 10**

**FISCAL YEAR**

10.01 The fiscal year of the organization shall begin on the first day of July and end on the last day of June in each year.

**ARTICLE 11**

**AUDITING AND BONDING**

11.01 The finance records and transactions of the organization shall be reviewed yearly by a certified public accountant and an audit report shall be submitted to the Board and the appropriate funding sources. Any employee or Director may be bonded at the discretion of the Board of Directors.

**ARTICLE 12**

**WAIVER OF NOTICE**

12.01 Whenever any notice is required to be given under the provisions of Texas law, or under the provisions of the Articles of Organization or the by-laws of the organization, 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 13**

**AMENDMENTS TO BY-LAWS**



13.01 These bylaws may be amended and new bylaws may be adopted by a two-thirds (2/3) affirmative vote of the Directors present and voting at any regular meeting or at any special meeting, provided that notice has been given for such an amendment at a previous meeting of the Board of Directors. A full text of such amendments shall be provided to the Directors prior to the day the amendments are to be acted on.

#### ARTICLE 14

##### PARLIAMENTARY AUTHORITY

14.01 The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules that may be adopted.

#### ARTICLE 15

##### LEGAL COMPLIANCE

17.01 Should any section of these bylaws or part thereof, be determined to be in contrary to the laws of the United States, the State of Texas or the articles of organization, then the said bylaws, or any part thereof, shall be invalidated and of no effect.

##### SIGNATURES AND ATTESTATION

Adopted by the Board of Directors on the 25<sup>th</sup> day of October, 1984.



\_\_\_\_\_  
President



\_\_\_\_\_  
Vice President

ATTEST:



\_\_\_\_\_  
Secretary

M6

Texas Education Agency  
Division of Charter School Administration  
Generation 19 Applicant Information Session  
Registration Form

This form must be completed using Adobe Acrobat. Preview, the default program for working with PDF files on a Mac, will not work correctly.

Applicants must attend one of the two sessions. Proof of attendance will be provided to attendees for inclusion in the submitted application in response to the Generation 19 Request for Application (RFA).

Each session will provide details about applying for and holding a charter in the state of Texas, the contents of the RFA, the application preparation guidelines and submission requirements for both electronic and hard copy application documents.

Paper copies of the RFA will NOT be made available.

Proposed Charter School Name: SA Youth YouthBuild Academy

Sponsoring Entity Name: SA Youth

Application Contact Name: Brooke Garcia

Title/Role: Application Preparer

Email: brooke@boostyourorg.com Phone: 210-573-9892

Board Member Attending: Matthew Reedy *Matthew C Reedy*

Board Member Attending: Richard Alexander

Board Member Attending: \_\_\_\_\_

Board Member Attending: \_\_\_\_\_

Board Member Attending: \_\_\_\_\_

Date of Session:  Friday, February 7, 2014, 9:00 a.m. - 1:00 p.m.

Friday, March 7, 2014, 9:00 a.m. - 1:00 p.m.

Email the completed form by clicking on the "Submit by Email" at the bottom of the page.

OR

fax it to the attention of Rick Salvo at 512-463-9732

If you have any questions about the sessions or registration, please contact Rick Salvo at 512-463-9789 or [rick.salvo@tea.state.tx.us](mailto:rick.salvo@tea.state.tx.us).

Submit by Email

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**SPORTS**

**GOLF ROUNDUP**  
**McIlroy leads by 2 at Honda**

ASSOCIATED PRESS

Rory McIlroy is 18 holes away from his first PGA Tour victory in 18 months, a chance to show the world he is back on his game.

That's not the way McIlroy views the final round at the Honda Classic in Palm Beach Gardens, Fla.

McIlroy started strong, avoided a big number with a brilliant bogey in the middle and took on the wind and water on the 16th hole for one final birdie Saturday that gave him a 1-under 69 in the toughest conditions and a two-shot lead over Russell Henley at PGA National.

The 24-year-old from Northern Ireland has come to expect this kind of performance.

He finished one shot behind in Abu Dhabi. He played in the final group in Dubai, where nothing went well in the final round. And here is again, making key shots and big put to keep his nose in front in the Honda Classic.

"I've been building and building toward getting my game to a level where I feel it should be," he said. "And I'm pretty much at that point now."

Tiger Woods is still in the game, but just barely.

Woods matched the low round of the day. He was among five players who shot 65, all before the leaders teed off and the wind kicked into gear, but it was enough to move the No. 1 player 49 spots up the leaderboard and into a tie for 17th.

"Today was a positive day," Woods said after his lowest score in 10 rounds this year. "Hit the ball well and made some putts and got myself back in the hunt."

**LPGA Tour:** In Singapore, Karrie Webb shot a 2-under 70 to take a one-stroke lead over Angela Stanford after the third round of the HSBC Women's Champions.

**European Tour:** In Centurion, South Africa, Ross Fisher increased his lead to five strokes in the Tshwane Open, shooting a 5-under 67.

**HOCKEY ROUNDUP**



Charles Rex Arbogast / Associated Press

Pittsburgh's Sidney Crosby (center) and Chicago's Jonathan Toews battle during the Blackhawks' 5-1 win at Soldier Field. Crosby and Toews led Canada to gold at the Sochi Games.

**Playing in the snow, Toews leads Blackhawks past Pens**

STAFF AND WIRE REPORTS

The swirling snow and frigid conditions made it even more fun for Jonathan Toews and the Chicago Blackhawks.

Toews had two goals and an assist at a picturesque Soldier Field, and the Blackhawks beat the Pittsburgh Penguins 5-1 on Saturday night in the finale of the NHL Stadium Series.

Patrick Sharp scored in the first period and Patrick Kane set up Kris Versteeg's 100th career goal in the second, helping Chicago to its first win since Feb. 5 at Anaheim.

James Neal was credited with Pittsburgh's only goal when Blackhawks defenseman Brent Seabrook sent the puck into his own net at 6:21 of the third. Marc-Andre Fleury had 35 saves in the Penguins' third straight loss, matching a season high.

The crowd of 62,921, dressed from head to toe in several layers, usually topped by their favorite jersey, roared when the Penguins and Blackhawks

emerged from separate tunnels before the game. The players were greeted by rows of fireworks and shooting flames that sent clouds of smoke into the falling snow.

The winter wonderland made life difficult on the star-studded teams, full of Olympians and other All-Stars. It also provided a prime-time showcase for considerable skills of Toews, who teamed with Pittsburgh center Sidney Crosby to lead Canada to the gold medal in the Sochi Games last weekend. Toews and Crosby had never played against each other in an NHL regular-season game.

**Jagr joins 700 club:** Jaromir Jagr became the seventh player to score 700 NHL goals, reaching the mark in the second period in the New Jersey Devils' 6-1 rout against the New York Islanders. The New Jersey forward moved into this elite group when he netted his 19th goal of the season.

Wayne Gretzky holds the re-

cord of 894. Jagr is seventh in career points with 1,740.

**Poor ice conditions suspend Rampage game:** The Rampage home game with the Texas Stars ended abruptly just 7:59 into the contest because of poor ice conditions, especially in front of the Rampage bench.

With more than 10,000 in attendance on Military Appreciation Night at the AT&T Center, the game was held up three times in the first eight minutes of the game because of faulty ice.

The Stars jumped out to a 2-0 lead on goals by Scott Glennie and Curtis McKenzie when play was halted. After on-ice officials conferred with league and Rampage officials, the game was suspended.

A new date for the game will be announced soon. Whenever it's played, the game will resume with 12:01 left in the first period, with the Stars ahead 2-0. Fans can redeem their tickets, or the team will issue refunds.

**NASCAR**

**Stewart not at full strength**

ASSOCIATED PRESS

AVONDALE, Ariz. — Tony Stewart came back from a broken right leg at the Daytona 500 still not fully healed, yet able to race.

By the time he arrived at Phoenix International Raceway, he also was annoyed — at all the questions about his health.

"I'll be honest, I'll be more happy when everybody quits asking me how I feel," Stewart said. "I'm not 100 percent. I'm not going to be 100 percent for a while."

The same could be said of his team after a disappointing start to the season at the Daytona 500 last weekend.

Stewart crashed out of the exhibition Sprint Unlimited and struggled with engine issues at the Great American Race, finishing 35th. Danica Patrick was strong early, leading laps for the second straight year, but got tangled in a late-race crash and finished 40th.

Kurt Busch and Kevin Harvick, the two newest members of Stewart-Haas Racing, were in position for good finishes but had troubles at the end of the race. Busch finished 21st and Harvick hit the pit-road wall head-on on the final crash of the race to finish 13th.

Stewart and the rest of his team are hoping to bounce back quickly at Phoenix, particularly with a new championship format that makes it important to finish races.

Busch will have the best starting position for SHR in Sunday's The Profit on CNBC 500 in 10th, and Harvick is two rows back at 18th. Stewart will start 20th and Patrick will go off 33rd. Brad Keselowski will start on the pole.

**Nationwide:** Kyle Busch became the first driver to win three straight Nationwide races at Phoenix International Raceway, dominating the rain-shortened Blue Jeans Go Green 200. He took an early lead and was still out front when the race was halted with 32 laps left in the 200-mile race around Phoenix's odd-shaped mile oval.

**Classified Continued From Section G Page 12**

**Legal Bids & Proposals**  
by fax at 210.494.2639 and by email at [bidinfo@cityofkirby.com](mailto:bidinfo@cityofkirby.com). The proposal package will demonstrate the City's ability to deliver the best value to the District in accordance with the selection criteria set forth in the RFP.

**Legal Bids & Proposals**  
Subcontractors are invited to attend a Pre-proposal Conference for the project on March 12, 2014 at 10:00AM at the High School 1400 Jackson Keller, San Antonio, TX 78223 with a site visit to follow. Attendees must check in at the main office upon arrival.

The 2013-2014 Lead High School Bid Package III Major Facility Additions and Remodels Project provides for the following construction requirements: demolition of selected campus facilities including the existing ROTC building, athletic support facility, and campus tennis courts; facility additions including: science/classroom addition, athletic support facility addition with existing tennis courts, athletic field restroom at concession area facility and additional lobby addition; campus renovation including interior and exterior work at the LJA High School facility, removing existing campus utility, relocating selected mechanical equipment, and expanding the campus central plant area; campus site improve-

**Legal Bids & Proposals**  
Gator, Deputy Director, at 210-227-8651. Anyone wishing to submit a proposal must do so by 12:00 p.m. (CT), Wednesday, April 2, 2014 at the MPO office in:

Terda Sue Martinez  
Director  
San Antonio-Bexar County MPO  
325 S. St. Mary's Street  
San Antonio, Texas 78205

Funding for this study, in the amount of \$225,000, is contingent upon the availability of Federal transportation planning funds.

**NOTICE OF BIDS/PROPOSALS**  
Northside ISD is accepting Competitive Sealed Proposals for RFP# 2014-0038: Bleacher Replacement at Jordan MS, until 2:00 PM on 03/18/2014 @ 3450 Purchasing Conference Room, 627 Richmond Hills Dr. Ste 700, San 78245. Pre-Proposal Conference on 03/07/2014 @ 2:00 PM @ Engineering Services Center, 818 E. 5900 Everitt Rd, SA7 78238. Direct questions to and obtain construction documents on or after 02/03/2014 from: Moy Marie Ramirez, Engineers, LLC, 12774 Compton Path, Ste 103, SA7 78249. 714-499-5521. Project location: See Bond, \$50,000 refundable deposit. All proposals must be delivered to the HHS Purchasing Department, 627 Richmond Hills Dr. Ste 700, SA7 78245, on or before due date & time.

**NOTICE TO SUBCONTRACTORS**  
Capital Excavation Company is soliciting bids from certified GEs, MBEs and WBEs to work on Citywide Bridge Replacement - Shumway Road (10 - to 40-20299) project. List bids to the City of San Antonio on Remedy, March 11, 2014 at 2:00 pm. Documents may be found at Structural Engineering Associates, Inc., 3818 HW Loop 411, San Antonio, Texas 78229. (214) 728-9062. Plans are also available for viewing at our office at 2957 Business Park Dr. Bldg. TX 78260. Please email bids to [info@remedy360.com](mailto:info@remedy360.com) or fax to 512-312-2050. If you have any questions, please call 512-442-1777.

**Legal/Public Notices**  
**PUBLIC NOTICE**  
CITY OF KIRBY  
HOUSEHOLD HAZARDOUS WASTE  
DISPOSAL

**Legal Bids & Proposals**  
INVITATION TO BID  
Kearns McCombs Construction is seeking bid proposals from qualified subcontractors and suppliers for Harborland Independent School District parking lot and associated improvements located at Harborland High School, 114 E. Gerald Ave., San Antonio, TX 78214. Bid proposals are due Tuesday, March 4th at 2:00 PM. Plans and Specifications may be viewed at: [www.kmccombsconstruction.com](http://www.kmccombsconstruction.com) or by calling the Purchasing Office and Department Life/ADOL until 2:00 pm. CST, Friday, April 4, 2014. Proposal Forms and Specifications may be obtained until February 23, 2014, the following website: [www.kmccombsconstruction.com](http://www.kmccombsconstruction.com) or by calling the Purchasing Office and Department Life/ADOL until 2:00 pm. CST, Friday, April 4, 2014. All proposals must be delivered to the HHS Purchasing Department, 627 Richmond Hills Dr. Suite 700, SA7 78245, on or before the set fall date.

**NOTICE OF BIDS/PROPOSALS**  
Northside Independent School District is accepting Sealed Proposals from Certified Contractors for the following:

**Legal/Public Notices**  
change of Texas, FW Dodge Corp., Staff, of the District Office in San Antonio office. Please contact Danielle Flores at [danielle.flores@fwdodge.com](mailto:danielle.flores@fwdodge.com) or Cheri's department at [cheri@fwdodge.com](mailto:cheri@fwdodge.com) or call either at (214) 655-1031 to make arrangements.

Minority, Small, Woman Owned, Disadvantaged and all similar firms are encouraged to submit proposals on this project. Bartlett Co. General Contractors is an equal opportunity (EEO) employer.

**ANNOUNCEMENT OF PUBLIC HEARING**  
SA Youth will be holding a public hearing on Thursday, March 6, 2014 from 8:30a to 9:30a at 1700 Tampano, San Antonio. The purpose is to discuss SA Youth's charter school application to the Texas Education Agency. The proposed charter school is SA Youth YouthBuild Academy - will serve as a dropout recovery academy for young adults residing in San Antonio. SA Youth welcomes feedback from members of the community. The following individuals are members of SA Youth's Board of Directors: Richard Alexander, Greg Attebery, Bob Benavides, Lewis Cordova, Kelly Farwell, Albert Flores, Lisa Flores, Cristina Morales Heaney, Eric Kinosh, Joseph Marquez, James Lashoff, Andrew Nofcio, Craig Redler, Dr. Cynthia Phillips, Matthew Rippy, Jack Runey, and Cynthia Le Mendis (CEO, SA Youth).

**NOTICE OF PUBLICATION**  
International Business Exchange

**Special Prayers**  
THANK YOU ST. JUDE for prayers answered. L.C.S.

**FINANCIAL/BUSINESS OPP**  
Please contact us today to value or benefits before you purchase a product or service. Publication of contacts or service does not indicate endorsement by the Express-News. Before you invest, if you feel you have been a victim of investment fraud, contact the Texas State Securities Board at (512) 305-8392. Via E-Mail at [invest@state.texas.gov](mailto:invest@state.texas.gov) or through its website at [www.state.texas.gov](http://www.state.texas.gov)

**Business for Sale**  
TEXAS BUSINESSES  
\*DISCOUNT-Fuel & Lubricants Inexp. Retail. S. TX #4966516  
\*PROFESSIONAL Engineer/purchasing for cast metal industry #6991  
\*OILFIELD SVCS-Spec. alloys in water treated svcs. Very profitable! #6991  
\*ELECTRICAL-Contractor restores special. elec. to retro. dist. #69369RS  
\*RESTAURANT-Booming restaurant in heart of TX energy field #689278  
\*SPECIAL TRADES -Pools & hot tubs. 48 hrs. service. \$49,000. #6991  
International Business Exchange

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment E.1. Scope and Sequence



NOTE: Areas where the Plato curriculum does not align with TEKS, academy staff will ensure that additional coursework is incorporated to guarantee 100% alignment with the TEKS. This attachment is taken directly from the PLATO Courseworks Scope and Sequence Guide.

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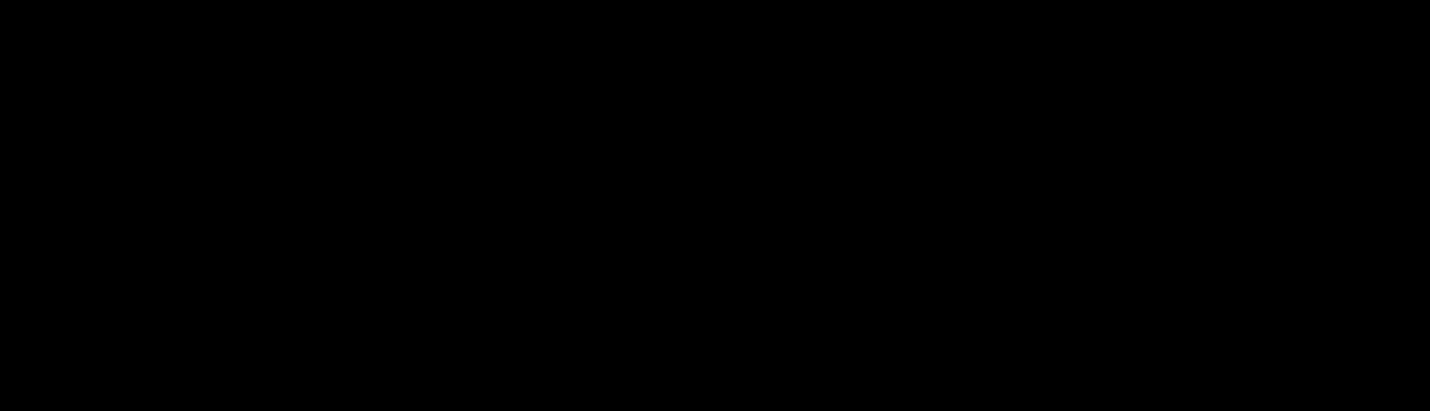
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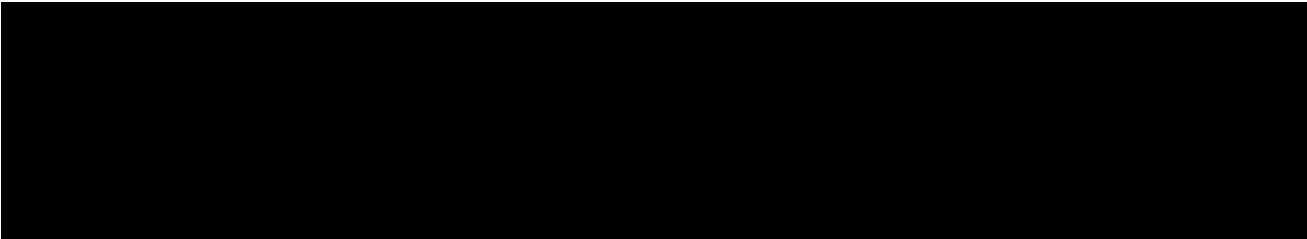
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Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment E.2. Exit Requirements

**SA Youth YouthBuild Academy**  
**Foundation Program Graduation Requirements – 26 Credits**

As Determined by House Bill 5

<b>English Language Arts</b>	<b>Four Credits</b> <ul style="list-style-type: none"> <li>• English I</li> <li>• English II</li> <li>• English III</li> <li>• An Advanced English course</li> </ul>
<b>Mathematics</b>	<b>Three Credits</b> <ul style="list-style-type: none"> <li>• Algebra I</li> <li>• Geometry</li> <li>• An Advanced Math course (Algebra II)</li> </ul>
<b>Science</b>	<b>Three Credits</b> <ul style="list-style-type: none"> <li>• Biology</li> <li>• Integrated Physics and Chemistry (IPC)</li> <li>• And Advanced Science course</li> </ul>
<b>Social Studies</b>	<b>Three Credits</b> <ul style="list-style-type: none"> <li>• U.S. History</li> <li>• U.S. Government (1/2 credit)</li> <li>• Economics (1/2 credit)</li> <li>• World History or World Geography</li> </ul>
<b>Physical Education</b>	<b>One Credit</b> <ul style="list-style-type: none"> <li>• Foundations of Personal Fitness (116.52) – 1/2 credit</li> <li>• Aerobic Activities (116.54) – 1/2 credit</li> </ul>
<b>Languages Other Than English</b>	<b>Two Credits</b> <ul style="list-style-type: none"> <li>• Two Credits in Spanish OR</li> <li>• Two Credits from Computer Science I, II, and III</li> </ul>
<b>Fine Arts</b>	<b>One Credit</b> <ul style="list-style-type: none"> <li>• Music Appreciation</li> <li>• Art Appreciation</li> </ul>
<b>Electives</b>	<b>Five Credits (1<sup>st</sup> 3 are required, others are options towards required credits)</b> <ul style="list-style-type: none"> <li>• Public Speaking (110.57) – 1 credit</li> <li>• Principles of Business, Marketing, and Finance (130.112) – 1 credit</li> <li>• Lifetime Nutrition and Wellness – 1 credit</li> <li>• Entrepreneurship (130.344) – 1 credit</li> <li>• Digital Communications in the 21<sup>st</sup> Century (126.44) – 1 credit</li> <li>• Community Service – 1 credit</li> <li>• Other Fine Art not taken above – 1 credit</li> <li>• Photography (117.303) – If Art Appreciation completed above– 1 credit</li> <li>• Other Language Option not taken above – 2 credits</li> </ul>



<p><b>Endorsements – Business &amp; Industry</b></p>	<p><b>4 Credits – <i>Each student of SA Youth YouthBuild Academy will join a Career Pathway:</i></b></p> <p><b>Construction Pathway (Architecture &amp; Construction) – 4 credits</b></p> <ul style="list-style-type: none"> <li>• Principles of Architecture and Construction (130.42) – 1 credit</li> <li>• Construction Technology (130.51) – 1 credit</li> <li>• Advanced Construction Technology (130.52) – 2 credits</li> </ul> <p><b>Culinary Pathway (Hospitality &amp; Tourism) – 4 credits</b></p> <ul style="list-style-type: none"> <li>• Principles of Hospitality &amp; Tourism (130.222) – 1 credit</li> <li>• Culinary Arts (130.226) – 1 credit</li> <li>• Practicum in Culinary Arts – 2 credits</li> </ul> <p><b>Child Development Pathway (Human Services) – 4 credits</b></p> <ul style="list-style-type: none"> <li>• Principles of Human Services (130.242) – 1 credit</li> <li>• Child Development (130.247) – 1 credit</li> <li>• Practicum in Human Services – 2 credits</li> </ul> <p><b>Technology Pathway (Information Technology) – 4 credits</b></p> <ul style="list-style-type: none"> <li>• Principles of Information Technology (130.272) – 1 credit</li> <li>• Computer Maintenance (130.273) – 1 credit</li> <li>• Computer Technician (130.275) – 2 credits</li> </ul>
<p><b>Performance Acknowledgements</b></p>	<p>Earning a nationally recognized business or industry certification or license</p>

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment E.3. Principal Documents



## PRINCIPAL JOB DESCRIPTION

### I. General Information

Title:	Principal
Reports to:	CEO/Superintendent
Supervises:	Instructional Director, Finance Director and Enrollment Coordinator
Hours:	Monday – Friday, generally 8am-5pm
Status:	Full-time, exempt
Benefits:	Refer to Personnel Policy Manual

### II. Overview

Reporting to the CEO/Superintendent, the Principal is responsible for leading the Academy. Will lead a school that is committed to ongoing development of its students, teachers and staff. The principal is responsible for the overall administration of the Academy and ensuring all federal, state and legal requirements of the charter school are in compliance. The principal is responsible for the successful instructional program. The Principal will establish and monitor an environment that promotes high expectations to meet the goals of the Academy.

### II. Essential duties and responsibilities:

- Successfully integrate YouthBuild program and work in conjunction with the YouthBuild Director
- Deliver the academic preparation and requisite support for all students to earn high school diplomas, transition to post-secondary education, earn a trade certificate or enter the work force
- Effectively use student achievement data to continually refine and improve the academic program
- Provide strategic leadership for school improvement and development
- Ensure high standards of achievement for all students including special education students.
- Recruit, retain and lead a highly skilled professional staff.
- Create a professional community that focuses on curriculum, instruction and student engagement as the primary vehicles for improving student achievement and school culture.
- Motivate teachers to continue to develop their content knowledge and instructional repertoire, and provide the resources needed
- Coordinate plans with Instructional Director to disseminate student progress to parents
- Plan and implement a rich professional development program in partnership with YouthBuild staff
- Cultivate a community of respect and a family-like environment
- Conduct both informal and formal teacher evaluations on a regular basis
- Recruit and retain students who have dropped out or are at risk of dropping out and ensure that annual enrollment projections are met
- Intentionally build a school culture that demonstrates a commitment of respect and sets high expectations for all students
- Ensure a safe, supportive and productive environment for students, staff, and families.
- Review and amend discipline policies and standards for implementing those policies.
- Support faculty in enforcing discipline.
- Effectively and regularly communicate with students, staff and families.
- Oversee the fiscal management of the school.
- Align the uses of time, money, and materials to the school's instructional priorities.

- Ensure sufficient resources for the school by supporting fundraising efforts prior to the school opening and in subsequent years in conjunction with the SA Youth Development Department. Enthusiastically and aggressively seek resources for the school.
- Oversee all personnel matters
- Oversee facility management
- Cultivate strong partnerships with local community organizations and regional and national partners.
- Cultivate strong partnership with the business community
- Foster a cooperative relationship with local ISD's.
- Other duties as needed and requested by the CEO/Superintendent

**III. Qualifications**

- At least 5 years of professional experience overall, with a minimum of five years of senior- leadership experience
- Strong relationship builder and communicator with experience leading diverse work teams, developing an organization-wide strategy for program excellence, engaging community partners, and partnering with a CEO/Superintendent, Principal and YouthBuildDirector.
- Can point to tangible examples of reporting and program measurement and evaluation.
- Demonstrates integrity, strives for excellence in her/his work, and has experience of leading others to new levels of effectiveness and programmatic impact.
- Passionate about the academy's mission and able to promote and communicate the philosophy, mission and values of SA Youth YouthBuild Academy to external and internal stakeholders.

**IV. Compensation**

*SA Youth offers a competitive compensation package including benefits.*

**V. Signatures and Attestation**

I have read and understand this explanation and job description. I am expected to adhere to all SA Youth and SA Youth YouthBuild Academy policies and to act as a role model in the adherence to company policies. I, \_\_\_\_\_ agree to these responsibilities, pay, title, and expectations and understand that not failure to meet stated expectations and failure to abide by company policies may result in a position change, or separation of employment from SA Youth.

---

NAME, Principal Date

---

Cynthia Le Monds, President & CEO/Superintendent Date

**Equal Opportunity Employer:** SA Youth, Inc. is an Equal Opportunity employer. Personnel are chosen on the basis of ability without regard to race, color, religion, sex, national origin, disability, marital status or sexual orientation, in accordance with federal and state law.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment E.4. Leadership Team Documents





## INSTRUCTIONAL DIRECTOR JOB DESCRIPTION

### I. General Information

Title:	Instructional Director
Reports to:	Principal
Supervises:	Special Education Coordinator, Testing/Placement Coordinator, and Instructors
Hours:	Monday – Friday, generally 8am-5pm
Status:	Full-time, exempt
Benefits:	Refer to Personnel Policy Manual

### II. Overview

Reporting to the Principal, the Instructional Director (ID) is responsible for overseeing the curriculum development and alignment, instruction and the professional development of teaching staff, special education services, and the testing/assessment services. This person will ensure all federal, state and legal requirements of the charter school are in compliance regarding this position.

### II. Essential duties and responsibilities

- Provide effective and inspiring leadership, as well as stewardship, by being actively involved in all programs and services. Implement and lead a continuous quality improvement process throughout the academy and various service areas, focusing on systems/process improvement. Promote regular and ongoing opportunities for all staff to give feedback.
- Lead and coach a high performing team of instructors to the next level by further developing and implementing training and retention strategies. Coordinate training days to include consistent review of TEKS alignment.
- Create and communicate academic progress reporting systems in partnership with PEIMS Coordinator for use with students, families, and instructors and boards.
- Coordinate the tracking of student achievement data to disaggregate and provide support where needed to ensure students are progressing.
- Work closely with Special Education Coordinator to ensure compliance in federal and state guidelines regarding students with special need, ensure students are receiving inclusive services and ensure contractors are hired if academy is not capable of providing for those needs.
- Work closely with the Testing/Placement Coordinator to ensure compliance in federal and state guidelines regarding test and assessments.
- Review and order all curriculum materials with staff input. (lead yearly review of curriculum and make recommendations to Principal).
- Partner with the YouthBuild Director to represent the Academy with external constituency groups, including community, governmental, and private organizations.
- Ensure all Academy activities operate consistently and ethically within the mission and values of SA Youth.
- Assist the leadership team in preparing and submitting an annual operational, manage effectively within this budget, and report accurately on progress made and challenges encountered
- Ensure continued financial viability of agency programs and academy services through sound fiscal management. Provide programmatic leadership and input for strategic planning processes with staff.
- Work with the Finance Director to manage the business insurance policies, including monitoring and management, and input into the regularly scheduled procurement of insurance products for the academy.
- Work with the SA Youth IT staff to ensure technology is place for student success.

- Manage organizational reporting and monitoring: provide guidance and leadership through management of Academy's metrics and measurement reporting process, including the production of a monthly Dash Board report for principal, staff, board and funders.
- Communicate frequently with the Principal to provide updates and on student's progress and challenges.
- Other duties as needed and requested by the Principal.

**III. Qualifications**

- At least 5 years of professional experience overall, with a minimum of five years of senior- leadership experience
- Strong relationship builder and communicator with experience leading diverse work teams, developing an organization-wide strategy for program excellence, engaging community partners, and partnering with a CEO/Superintendent, Principal and YouthBuildDirector.
- Can point to tangible examples of reporting and program measurement and evaluation.
- Demonstrates integrity, strives for excellence in her/his work, and has experience of leading others to new levels of effectiveness and programmatic impact.
- Passionate about the academy's mission and able to promote and communicate the philosophy, mission and values of SA Youth YouthBuild Academy to external and internal stakeholders.

**IV. Compensation**

*SA Youth offers a competitive compensation package including benefitss.*

**V. Signatures and Attestation**

I have read and understand this explanation and job description. I am expected to adhere to all SA Youth and SA Youth YouthBuild Academy policies and to act as a role model in the adherence to company policies. I, \_\_\_\_\_ agree to these responsibilities, pay, title, and expectations and understand that not failure to meet stated expectations and failure to abide by company policies may result in a position change, or separation of employment from SA Youth.

---

NAME , Instructional Director

Date

---

Cynthia Le Monds, President & CEO/Superintendent

Date

**Equal Opportunity Employer:** SA Youth, Inc. is an Equal Opportunity employer. Personnel are chosen on the basis of ability without regard to race, color, religion, sex, national origin, disability, marital status or sexual orientation, in accordance with federal and state law.



## FINANCE DIRECTOR

### JOB DESCRIPTION

---

#### I. General Information

Title:	Finance Director
Reports to:	Principal
Supervises:	PEIMS Coordinator
Hours:	Monday – Friday, generally 8am-5pm
Status:	Full-time, exempt
Benefits:	Refer to Personnel Policy Manual

#### II. Overview

Reporting to the Principal, the Financial Director (FD) is responsible for accurately managing the academy budget in accordance with TEA guidelines and Generally Accepted Accounting Principles. The FD is responsible for understanding all financial policies of funders, government entities and regulatory bodies, and the internal policies of SA Youth.

The FD is responsible for reporting on all government and private funds, including the production and distribution of monthly financial reports to include the balance sheet, profit and loss statements, budget reports, treasurer’s report, and financial summary. In addition, the CFO is responsible for coordinating the professional services of the annual independent auditor and other professional services as needed.

The FD is responsible for ensuring all financial systems are in place, monitored and followed by all staff at all levels. As needed, the FD is responsible for holding staff accountable for good stewardship, compliance standards including compliance with government regulations, funder stipulations and auditing standards including the A122 circular, and IRS regulations and reporting standards and requirements. The FD works with the Principal and CEO/Superintendent to develop the agency’s consolidated budget, special budgets and program specific budgets which will be submitted to the appropriate stakeholders, funders and the governing board for approval. The FD develops special budgets as needed for special one-time grants, special events, and other foundations and corporations as requested and needed.

#### II. Essential duties and responsibilities

- Provide effective and inspiring leadership, as well as stewardship, at the academy by being actively involved in all financial management and oversight in support of academy’s mission. Implement and lead a continuous quality improvement process. Promote regular and ongoing opportunities for all staff to give feedback on fiscal functions.
- Partner with the Principal to represent the Academy in front of external constituency groups, including community, governmental, and private organizations.
- Ensure the finance department operates consistently and ethically within the mission and values of SA Youth.
- Prepares and submit an annual consolidated agency budget with the Principal and the CEO/Superintendent for review and approval by the board finance committee and board of directors. Effectively manages within this budget, and reports accurately on progress made and challenges encountered. The FD will operate within the A122 circular guidelines and policies.
- Ensure continued financial viability through sound fiscal management.
- Provide fiscal leadership and input for strategic planning processes with Principal and staff.

- Work with SA Youth staff (HR department) to facilitate payroll and staff benefits.
- Prepare financial statements and other reports as required by governing board.
- Execute procurement through payment procedures on behalf of the school in accordance with all applicable laws.
- Maintain accurate accounting records in accordance with TEA guidelines and generally accepted accounting principles.
- Responsible for keeping and storing of academy's financial records.
- Other duties as needed and requested by the Principal.

**III. Qualifications**

- At least 5-7 years of professional experience in finance and including supervisory experience. Solid educational background including an undergraduate degree and an MBA or similar advanced degree. Salary is commensurate with educational background and experience.
- Strong relationship builder and communicator with experience leading diverse work teams, developing an organization-wide strategy for fiscal excellence, and partnering with a President & CEO and Board of Directors.
- Can point to tangible examples of fiscal reporting and GAAP, and auditing standards.
- Demonstrates integrity, strives for excellence in the workplace, and has experience of leading others to new levels of effectiveness and fiscal impact.
- Passionate about the Academy's mission and able to promote and communicate the philosophy, mission and values of SA Youth and SA Youth YouthBuild Academy to external and internal stakeholders.

**IV. Compensation**

*SA Youth offers a competitive compensation package including benefits.*

**V. Signatures and Attestation**

I have read and understand this explanation and job description. I am expected to adhere to all policies and to act as a role model in the adherence to company policies. I, \_\_\_\_\_, agree to these responsibilities, pay, title, and expectations and understand that failure to meet stated expectations and failure to abide by company policies may result in a position change at SA Youth, or separation of employment from SA Youth.

---

NAME, Finance Director

Date

---

Cynthia Le Monds, President & CEO/Superintendent

Date

**Equal Opportunity Employer:** SA Youth, Inc. is an Equal Opportunity employer. Personnel are chosen on the basis of ability without regard to race, color, religion, sex, national origin, disability, marital status or sexual orientation, in accordance with federal and state law.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment F.1. Facility Information



## **Attachment F.1**

Letter of Intent for Facility

Preliminary Schematic Design of Charter School

RE: Headquarters building for SA Youth

SA Youth has been searching for a new corporate headquarters that will service both its current needs and needs for the foreseeable future. In this regard we have conducted a search for appropriate locations and facilities that will be adequate for the SA Youth planned expansion of services including but not limited to a first class facility and location for a charter school.

I have outlined below the material terms and conditions for the new headquarters building for SA Youth. First and foremost we have chosen a location that consists of over 61,000 square feet, numerous secure building structures with more than enough space to house our administrative office space and to service existing programs. In addition there is space ideally suited for our expansion plans including but not limited to a charter school if and when this action should be approved. The location we have chosen is located at 3031 West IH-10, San Antonio, Texas 78201 and currently houses The Center for Health Care Services. The Center for Health Care Services is a community based center servicing the mental health needs of San Antonio and Bexar County and the facility

The Center for Health Services wishes to sell this location to SA Youth. For numerous reasons however we believe a lease with exclusive right to purchase is the most advantageous approach for SA Youth at this time. In this regard we have negotiated an arrangement with the Center for Health Care Services to lease to SA Youth space in the core building for one year with the exclusive right to purchase The Center for Health Care Service current headquarters property, buildings and other improvements located at 3031 W IH-10, San Antonio, Texas.

I have summarized some of the material transactions terms and conditions below:

**A. LEASE WITH EXCLUSIVE RIGHT TO PURCHASE PREMISE**

**Landlord/Seller:** *The Center for Health Care Services*

**Landlord's/Sellers Address:** *3031 West IH-10, San Antonio, Texas 78201*

**Tenant:** *SA Youth, or its assigns*

**Lease Space:** *+/- 13,000 Rentable Square Feet ("RSF) out of +/- 49,000 RSF in the Health Services office building specifically consisting of currently unoccupied space on the first floor*  
**Use:** *General and administrative office and current and planned program use associated with*

*the product and services provided by SA Youth*

**Purchase Option:** *Tenant, shall as part of the consideration to lease be granted the exclusive right to purchase the Center for Health Care Services current headquarters property located on or about 3031 W IH-10, San Antonio, Texas as said fully described and set forth on Exhibit "B" attached hereto and hereinafter.*

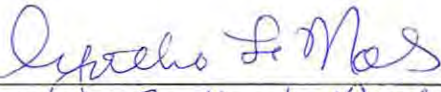
**Project Schedule:** *Anticipated Tenant occupancy April 1, 2014 and rent commencement June 1, 2014.*

**Confidentiality:** *Each party has agreed not disclose to the public or to any third party, except for such party's representatives and agents on a need-to-know basis, the existence of the lease proposal or the proposed Purchase described other than with the express written consent of the parties, except as may be required by law. Each party has also agreed to maintain the confidentiality of all confidential information furnished to it or its agents or representatives by the other parties hereto concerning the business, operations and financial condition of the party furnishing such information.*


We strongly believe that the building and premise described above will meet all of SA Youth needs and objectives for the foreseeable future including providing a great facility and location for a charter school and campus.

Sincerely

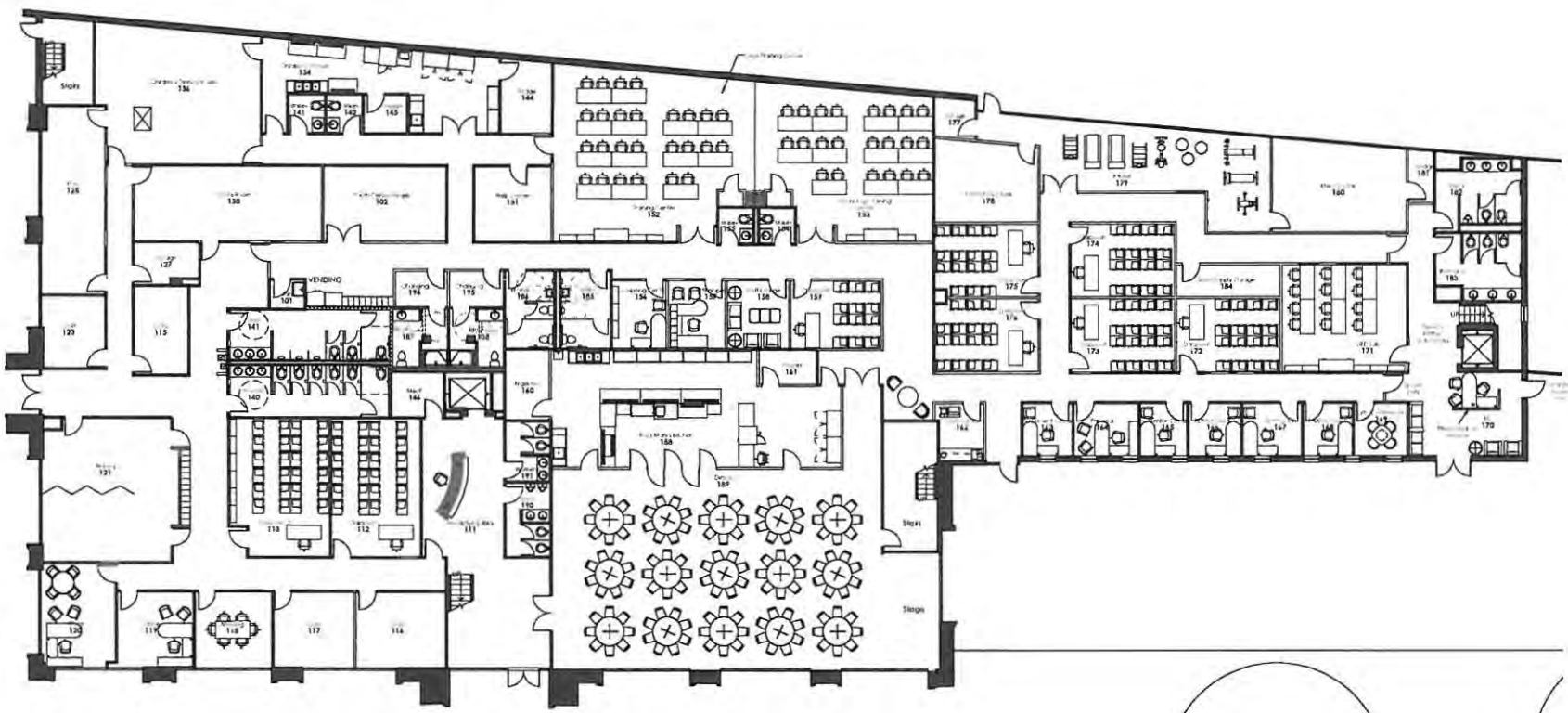
SA Youth

By:   
Name: Cynthia LeMond  
Title: CEO

SA Youth

By:   
Name: Jack Roney  
Title: Board Chair

# SA YOUTH YOUTH-BUILD ACADEMY FIRST FLOOR - GREEN WING



		<p><b>SA Youth</b> Purchased</p>	<p>Over-all floor Plan - Level 1</p>	<p>SA Youth YOUTH-BUILD A1.1</p>
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Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment F.2. Financial Documentation



## **Attachment F.2**

**Audit  
(FYE 06302013)**

**Credit Report  
(Dun & Bradstreet)**

**IRS Form 990  
(FYE 06302013)**

SA YOUTH  
(A NON-PROFIT ORGANIZATION)

AUDITED FINANCIAL STATEMENTS  
AND FEDERAL AWARDS REPORTS  
JUNE 30, 2013 AND 2012

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**REED J. SMILEY**  
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REED@REEDSMILEYCPA.COM

MEMBER: AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS  
TEXAS SOCIETY OF CERTIFIED PUBLIC ACCOUNTANTS

## INDEPENDENT AUDITOR'S REPORT

SA Youth  
San Antonio, Texas

### **Report on the Financial Statements**

I have audited the accompanying financial statements of SA Youth (a nonprofit organization), which comprise the statements of financial position as of June 30, 2013 and 2012, and the related statements of activities, and cash flows for the years then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

My responsibility is to express an opinion on these financial statements based on my audits. I conducted my audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinions.

### **Opinion**

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SA Youth, as of June 30, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

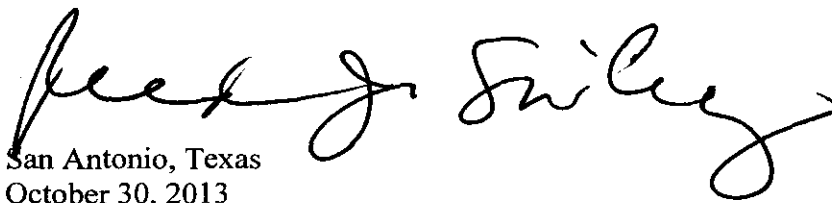
### **Other Matters**

#### Other Information

My audits were conducted for the purposes of forming an opinion on the financial statements as a whole. The schedules of functional expenses are presented for purposes of additional analysis and are not a required part of the financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is also not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

### **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, I have also issued my report dated October 30, 2013, on my consideration of SA Youth's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of the audit performed in accordance with *Government Auditing Standards* in considering SA Youth's internal control over financial reporting and compliance.



San Antonio, Texas  
October 30, 2013



SA Youth  
(a non-profit corporation)  
STATEMENTS OF FINANCIAL POSITION  
JUNE 30, 2013 AND 2012

ASSETS

	2013	2012
<b>ASSETS</b>		
Current Assets:		
Cash and Cash Equivalents	\$ 273,945	\$ 346,753
Accounts Receivable	-	12,192
Grants Receivable	645,068	1,054,363
Prepaid Expenses	9,372	31,385
Total Current Assets	928,385	1,444,693
Endowment Investments	108,435	99,205
Plant, Property, and Equipment:		
Property and Equipment, Net of Depreciation	1,171,645	1,264,897
Youth Build Housing Projects - Construction in Progress	81,380	51,659
Total Plant, Property, and Equipment	1,253,025	1,316,556
Total Assets	2,289,845	2,860,454

LIABILITIES AND NET ASSETS

LIABILITIES

Current Liabilities:

Accounts Payable	103,540	128,377
Payroll Liabilities	54,671	66,184
Sales Tax Payable	527	-
Current Portion of Notes Payable	70,216	81,706
Total Current Liabilities	228,954	276,267
Non-Current Portion of Notes Payable	131,142	204,118
Total Liabilities	360,096	480,385

NET ASSETS

Unrestricted Net Assets:

Board Designated - Future Reserves	108,435	99,205
Undesignated	1,136,246	1,226,501
Temporarily Restricted	685,068	1,054,363
Total Net Assets	1,929,749	2,380,069
Total Liabilities and Net Assets	\$ 2,289,845	\$ 2,860,454

The accompanying notes are an integral part of these financial statements.

SA Youth  
(a non-profit corporation)  
STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2013

	<u>UNRESTRICTED</u>	<u>TEMPORARILY RESTRICTED</u>	<u>TOTAL 2013</u>
<b>REVENUE AND SUPPORT:</b>			
Contribution & Grant Revenue	\$ 4,271,062	\$ 660,189	\$ 4,931,251
Support from United Way	95,191	-	95,191
In-Kind Contributions	444,497	-	444,497
Special Events - Net of expenses of \$46,472	167,075	-	167,075
Investment and Interest Income	11,421	-	11,421
Thrift Shop Sales	4,877	-	4,877
Facility Rental Income	12,744	-	12,744
Miscellaneous Income	623	-	623
Net Assets Released from Restrictions	1,029,484	(1,029,484)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<u>6,036,974</u>	<u>(369,295)</u>	<u>5,667,679</u>
<b>EXPENSES:</b>			
Program Service	5,570,240	-	5,570,240
General and Administrative	435,277	-	435,277
Fundraising	112,482	-	112,482
<b>TOTAL EXPENSES</b>	<u>6,117,999</u>	<u>-</u>	<u>6,117,999</u>
<b>CHANGE IN NET ASSETS</b>	(81,025)	(369,295)	(450,320)
<b>NET ASSETS BEGINNING OF YEAR</b>	<u>1,325,706</u>	<u>1,054,363</u>	<u>2,380,069</u>
<b>NET ASSETS END OF YEAR</b>	<u>\$ 1,244,681</u>	<u>\$ 685,068</u>	<u>\$ 1,929,749</u>

The accompanying notes are an integral part of these financial statements.

SA Youth  
(a non-profit corporation)  
STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2012

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL 2012
<b>REVENUE AND SUPPORT</b>			
Contribution & Grant Revenue	\$ 3,685,179	\$ 1,032,422	\$4,717,601
Support from United Way	92,228	-	92,228
In-Kind Contributions	610,682	-	610,682
Special Events - Net of expenses of \$75,541	214,080	-	214,080
Loss on Sale of Fixed Assets	(9,376)	-	(9,376)
Investment and Interest Income	2,658	-	2,658
Miscellaneous Income	3,148	-	3,148
Net Assets Released from Restrictions	483,711	(483,711)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>5,082,310</b>	<b>548,711</b>	<b>5,631,021</b>
<b>EXPENSES</b>			
Program Service	4,691,010	-	4,691,010
General and Administrative	391,933	-	391,933
Fundraising	130,558	-	130,558
<b>TOTAL EXPENSES</b>	<b>5,213,501</b>	<b>-</b>	<b>5,213,501</b>
<b>CHANGE IN NET ASSETS</b>	<b>(131,191)</b>	<b>548,711</b>	<b>417,520</b>
<b>NET ASSETS BEGINNING OF YEAR</b>	<b>1,456,897</b>	<b>505,652</b>	<b>1,962,549</b>
<b>NET ASSETS END OF YEAR</b>	<b>\$ 1,325,706</b>	<b>\$ 1,054,363</b>	<b>\$2,380,069</b>

The accompanying notes are an integral part of these financial statements.

SA Youth  
(a non-profit corporation)  
STATEMENTS OF CASH FLOWS  
YEARS ENDED JUNE 30, 2013 AND 2012

	2013	2012
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Change in Net Assets	\$ (450,320)	\$ 417,520
Adjustments to Reconcile Change In Net Assets to Net Cash Provided (Used) by Operations:		
Depreciation	178,012	166,519
Loss on the Sale of Fixed Assets	-	9,376
Unrealized/Realized (Gain) Loss on Endowment Investments	(9,230)	795
In Kind Donations - Plant, Property, and Equipment	(3,000)	-
(Increase) Decrease in Current Assets:		
Accounts Receivable	12,192	(4,251)
Grants Receivable	409,295	(598,711)
Prepaid Expenses	22,013	(15,285)
Increase (Decrease) in Current Liabilities:		
Accounts Payable	(24,837)	36,225
Payroll Liabilities	(11,513)	32,605
Sales Tax Payable	527	-
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>123,139</b>	<b>44,793</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Acquisition of Property and Equipment	(84,760)	(441,912)
Proceeds from Sale of Property and Equipment	-	300
Acquisition of Youth Build Housing Projects	(26,721)	(37,598)
Proceeds from Sale of Property from Youth Build Housing Project	-	75,989
<b>NET CASH USED BY INVESTING ACTIVITIES</b>	<b>(111,481)</b>	<b>(403,221)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Proceeds from Notes Payable	-	334,125
Principal Payments on Notes Payable	(84,466)	(63,521)
<b>NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES</b>	<b>(84,466)</b>	<b>270,604</b>
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(72,808)</b>	<b>(87,824)</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF THE YEAR</b>	<b>346,753</b>	<b>434,577</b>
<b>CASH AND CASH EQUIVALENTS, END OF THE YEAR</b>	<b>\$ 273,945</b>	<b>\$ 346,753</b>
<b>SUPPLEMENTAL DATA</b>		
Interest Paid	<b>\$ 15,862</b>	<b>\$ 12,172</b>

The accompanying notes are an integral part of these financial statements.

SA Youth  
(a non-profit corporation)  
STATEMENT OF FUNCTIONAL EXPENSES  
(Supplemental Schedule)  
FOR THE YEAR ENDED JUNE 30, 2013

	Program Services	General and Administrative	Fundraising	Total 2013
Compensation Related Expenses				
Salaries and Wages	\$ 2,507,459	\$ 192,881	\$ 55,109	\$ 2,755,449
Employee Benefits	152,146	11,704	3,344	167,194
Payroll Taxes	235,416	18,109	5,174	258,699
Total Compensation and Related Expenses	2,895,021	222,694	63,627	3,181,342
Auto	104,738	-	1,058	105,796
Bad Debt Expense	-	70,495	-	70,495
Building Repairs and Maintenance	83,177	2,627	1,751	87,555
Depreciation	165,551	8,901	3,560	178,012
Dues and Subscriptions	3,377	182	73	3,632
Equipment and Software	97,777	5,257	2,103	105,137
Equipment Rental and Maintenance	8,827	475	190	9,492
Family Engagement Activities	15,048	-	-	15,048
Field Trips	13,198	-	-	13,198
Finance and Payroll Service Charges	20,854	1,121	448	22,423
Insurance	124,125	6,673	2,669	133,467
Interest Expense	-	14,276	1,586	15,862
Investment Fees	-	984	109	1,093
Meeting Supplies	8,431	453	181	9,065
Miscellaneous	294	16	6	316
Occupancy and Utilities	583,215	31,356	12,542	627,113
Office Supplies	31,429	1,690	676	33,795
Participant Stipends & Incentives	258,707	-	-	258,707
Personnel Search Expenses	3,541	190	76	3,807
Postage and Delivery	4,711	253	101	5,065
Printing and Publications	10,854	10,534	10,534	31,922
Professional Fees	141,649	16,096	3,219	160,964
Program Meals	539,325	-	-	539,325
Program Supplies	335,871	-	-	335,871
Public Relations	6,511	6,319	6,319	19,149
Registration Fees for Students	4,019	-	-	4,019
Specific Assistance	36,715	-	-	36,715
Staff and Volunteer Recognition	2,699	307	61	3,067
Staff Development and Licensure	19,107	2,173	453	21,733
Sub Award - Pass through	-	26,505	-	26,505
Telephone and Internet	34,018	3,866	773	38,657
Testing Supplies	1,311	-	-	1,311
Travel	16,140	1,834	367	18,341
Total Functional Expenses	<u>\$ 5,570,240</u>	<u>\$ 435,277</u>	<u>\$ 112,482</u>	<u>\$ 6,117,999</u>

See Accompanying Independent Auditor's Report



SA Youth  
(a non-profit corporation)  
STATEMENT OF FUNCTIONAL EXPENSES  
(Supplemental Schedule)  
FOR THE YEAR ENDED JUNE 30, 2012

	Program Services	General and Administrative	Fundraising	Total 2012
<b>Compensation Related Expenses</b>				
Salaries and Wages	\$ 2,283,540	\$ 104,623	\$ 92,152	\$ 2,480,315
Employee Benefits	128,110	6,963	4,178	139,251
Payroll Taxes	180,923	20,499	7,050	208,472
<b>Total Compensation and     Related Expenses</b>	<b>2,592,573</b>	<b>132,085</b>	<b>103,380</b>	<b>2,828,038</b>
Auto	97,745	-	-	97,745
Building Repairs and Maintenance	59,443	-	-	59,443
Depreciation	158,193	6,661	1,665	166,519
Equipment and Software	116,811	5,877	-	122,688
Equipment Rental and Maintenance	10,781	1,735	-	12,516
Field Trips	12,741	-	-	12,741
Finance and Payroll Service Charges	28,664	1,575	1,260	31,499
Insurance	79,148	8,794	-	87,942
Interest Expense	12,172	-	-	12,172
Investment Fees	-	511	-	511
Meeting Supplies	2,391	976	-	3,367
Membership Dues	-	3,663	-	3,663
Miscellaneous	-	57	-	57
Occupancy and Utilities	465,314	186,639	3,276	655,229
Office Supplies	24,158	17,570	2,196	43,924
Participant Stipends & Incentives	97,617	-	-	97,617
Personnel Search Expenses	2,518	798	-	3,316
Postage and Delivery	2,958	858	691	4,507
Printing and Publications	17,991	6,500	5,492	29,983
Professional Fees	126,984	10,654	4,566	142,204
Program Meals	389,272	-	-	389,272
Program Supplies	262,139	-	-	262,139
Public Relations	41,775	2,093	5,750	49,618
Specific Assistance	11,367	-	-	11,367
Staff and Volunteer Recognition	4,308	595	-	4,903
Staff Development and Licensure	13,368	1,103	899	15,370
Telephone and Internet	42,210	2,501	1,383	46,094
Travel	18,369	688	-	19,057
<b>Total Functional Expenses</b>	<b>\$ 4,691,010</b>	<b>\$ 391,933</b>	<b>\$ 130,558</b>	<b>\$ 5,213,501</b>

See Accompanying Independent Auditor's Report

SA YOUTH  
(a non-profit corporation)  
NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 1- NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

SA Youth (the Organization) is a non-profit Texas Organization. The Organization strives to affect behavioral changes in youth in order to prevent or reduce delinquent behavior, improve client's academic skills, build character, improve social skills, and help establish positive peer and adult relationships. To fulfill this mission, the Organization operates from multiple facilities in the San Antonio metropolitan area and offers out of school time, summer, and academic assistance and tutoring, hot meals and snacks, transportation from area schools to the Organization's facilities, computer training, a YouthBuild training program, and other educational activities. Corporate and individual donations, allocations from the United Way of San Antonio and Bexar County, grants from the federal government, grants from private foundations, and fundraising events represent the Organization's primary sources of support.

Basis of Presentation

The Organization's financial statement presentation is in accordance with the industry audit guide, *Not-for-Profit Organizations*. In accordance with this guide, the Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. The accompanying financial statements have been prepared on the accrual basis of accounting.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For purposes of reporting cash flows, the Organization considers all savings accounts, treasury bills, certificates of deposit, and money market funds to be cash equivalents.

Investments

Investments in marketable securities are carried at fair values based on quoted market prices. Increases or decreases in fair values are recognized as investment income (loss) in the period in which they occur.

SA YOUTH  
(a non-profit corporation)  
NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 1- NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES  
(continued)

Support, Revenue, and Promises to Give

Unconditional donations are recognized as revenue when the donor makes a promise to give. Unrestricted contributions are recorded as unrestricted net assets, as are restricted contributions if the donor's restrictions expire during the current year. All other donor-restricted and time restricted contributions are reported as increases in temporarily restricted net assets. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. The Organization has no permanently restricted net assets resulting from permanently restricted contributions.

Donated Facilities, Materials, and Services

Contributions of donated non-cash assets are recorded at their fair values in the period received. Contributions of donated services, that create or enhance non-financial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received. All donated items were reported as unrestricted contribution support with an off-setting entry to program expense in the accompanying statements of activities or to property and equipment in the statements of financial position.

Property and Equipment

Purchased property and equipment are stated at cost. The Organization follows the practice of capitalizing all expenditures as fixed assets in excess of \$1,500. Donated assets are recorded at the fair market value at the date of the gift. Depreciation of buildings, improvements, and equipment is provided over the estimated useful lives of the respective assets using the straight-line method as follows:

Buildings and Improvements	10-40 years
Furniture and Equipment	5 -10 years

Donations of property and equipment are reported as unrestricted support unless the donor has restricted the donated asset for a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are recorded as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, management reports expirations of donor restrictions when the donated or acquired asset is placed in service and reclassifies the temporarily restricted net asset to the unrestricted net asset category at that time. Costs for major improvements to fixed assets are capitalized and depreciated over their estimated useful lives. Expenditures for repairs and maintenance are expensed when incurred.

SA YOUTH  
(a non-profit corporation)  
NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 1- NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES  
(continued)

Board Designated - Unrestricted Net Assets

The Board of Directors has set aside funds to be available in the future, should unforeseen events limit SA Youth's ability to perform agency operations. The balance of these funds was \$108,435 and \$99,205 as of June 30, 2013 and 2012, respectively. See Note 13 for additional disclosures related to the board designated endowment funds.

Income Taxes

The Organization is exempt from federal income tax under Section 501 (c)(3) of the Internal Revenue Code, and is not a private foundation as defined by Section 509 (a)(1) of the Code. The Organization adapted the provisions of FASB Interpretation No. 48, *Accounting for Uncertainty in Income Tax* (now codified as ASC 740-10) on January 1, 2008, the implementation of which has no effect on the Organization's financial statements. The organization does not believe it is exposed to any material uncertain tax positions and, accordingly, it has not recognized any liability for unrecognized tax benefits in the accompanying financial statements. The Organization has filed all of its required Forms 990, however the tax years 2010 through 2012 remain open by the taxing jurisdictions to which the Organization is subject, and these periods have not been extended beyond the applicable statute of limitations.

Functional Allocation of Expenses

The costs of providing the various programs and activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

NOTE 2 – CASH DEPOSITS IN EXCESS OF FEDERALLY INSURED LIMITS

At various times during the year, the Organization's cash balances exceeded the federally insured limits of the Federal Deposit Insurance Corporation (FDIC). At June 30, 2013 and 2012 the Organization had uninsured cash balances in the amount of \$125,392 and \$118,196, respectively.

NOTE 3 – GRANTS RECEIVABLE

An allowance for uncollectible accounts against grants receivable has not been recorded because the receivables are considered to be 100% collectible. The Organization recorded these gifts as temporarily restricted net assets for the years end June 30, 2013 and 2012:

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 3 – GRANTS RECEIVABLE (continued)

	<u>2013</u>	<u>2012</u>
Community Learning Centers	\$ 433,755	\$ 917,308
Time Restricted	165,000	-
YouthBuild	<u>46,313</u>	<u>137,055</u>
Total Grants Receivable	<u>\$ 645,068</u>	<u>\$ 1,054,363</u>

NOTE 4 – PLANT, PROPERTY, AND EQUIPMENT

Plant, Property, and Equipment consist of the following at June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Building	\$ 234,050	\$ 234,050
Leasehold Improvements	858,705	846,707
Vehicles	443,131	423,352
Program & Office Equipment	707,115	654,131
YouthBuild Housing Projects - Construction in Progress	81,380	51,659
Less: Accumulated Depreciation	<u>(1,071,356)</u>	<u>(893,343)</u>
Total	<u>\$ 1,253,025</u>	<u>\$ 1,316,556</u>

NOTE 5 – TEMPORARILY RESTRICTED NET ASSETS

Unrestricted net assets are not subject to donor-imposed stipulations and are therefore immediately available to the organization for the performance of its service.

Temporarily restricted net assets have been restricted by the grantor for the accomplishment of a particular program or for a specific use. When a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

At June 30, 2013 and 2012, net assets are restricted for the following purposes:



SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 5 – TEMPORARILY RESTRICTED NET ASSETS (continued)

	<u>2013</u>	<u>2012</u>
Community Learning Centers	\$ 433,755	\$ 917,308
Time Restricted	165,000	-
Soccer/Fitness Program - US Soccer Foundation	10,000	-
Culinary Kits - San Antonio Area Foundation	5,000	-
Capital Campaign	25,000	-
YouthBuild	46,313	137,055
Total Temporarily Restricted Net Assets	<u>\$ 685,068</u>	<u>\$ 1,054,363</u>

NOTE 6 – NET ASSETS RELEASED FROM RESTRICTIONS

The following net assets were released from donor restrictions by incurring expenses, which satisfied the restricted purpose of the original donation:

	<u>2013</u>	<u>2012</u>
Community Learning Centers	\$ 916,345	\$ 320,085
YouthBuild	113,139	163,626
Total Net Assets Released From Restrictions	<u>\$ 1,029,484</u>	<u>\$ 483,711</u>

NOTE 7 – NOTES PAYABLE

Notes Payable at June 30, 2013 and 2012 consist of the following:

	<u>2013</u>	<u>2012</u>
A note payable to Generations Federal Credit Union bearing an interest rate of 3.75%. The loan is payable in monthly installments of \$442.21, including interest, and is collateralized by a 2008 Chevy Van. The maturity date of the note is September 2013.	\$ 762	\$ 5,419
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$523.03, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is June 2016.	17,332	22,815

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 7 – NOTES PAYABLE (continued)

	<u>2013</u>	<u>2012</u>
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$535.24, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is June 2016.	17,736	23,348
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$535.24, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is June 2016.	17,736	23,348
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$564.07, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is June 2016.	18,692	24,605
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$510.02, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is September 2016.	18,653	23,933
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$523.01, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is September 2016.	19,128	24,543
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$515.42, including interest, and is collateralized by a 2011 Ford Van. The maturity date of the note is September 2016.	18,850	24,186

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 7 – NOTES PAYABLE (continued)

	2013	2012
A note payable to Generations Federal Credit Union bearing an interest rate of 3.90%. The loan is payable in monthly installments of \$342.03, including interest, and is collateralized by a 2011 Chevy Truck. The maturity date of the note is September 2016.	12,502	16,044
A note payable to Generations Federal Credit Union bearing an interest rate of 3.25%. The loan is payable in monthly installments of \$1,285.78, including interest, and is collateralized by vehicles . The maturity date of the note is September 2016.	47,526	61,173
A note payable to Plains Capital Bank bearing an interest rate of 5.25%. The loan is payable in monthly installments of \$2,111.22, including interest. The maturity date of the note is December 2013.	12,441	36,410
Less - Current Portion	(70,216)	(81,706)
Notes Payable - Non-Current Portion	\$ 131,142	\$ 204,118

Annual maturities of principal due in payment of these installment agreements for the next four years are as follows:

For The Fiscal Year Ended June 30,

2014	\$	70,216
2015		60,133
2016		61,180
2017		9,829
	\$	201,358

NOTE 8 – DONATED FACILITIES, MATERIALS, AND SERVICES

A significant number of volunteers contribute their time to assist in the Organization's programs. Because these services do not meet the criteria for recognition under generally accepted accounting principles, the value of these services has not been recorded in the accompanying financial statements.

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 8 – DONATED FACILITIES, MATERIALS, AND SERVICES (continued)

The following organizations donated meeting space, with the fair market values indicated, to the Organization for its use as administrative offices, for its YouthBuild facilities, and for its use in conducting out of school time youth programs.

	<u>2013</u>	<u>2012</u>
Galilea Church	\$ -	\$ 19,500
Laurel Heights United Methodist Church	86,400	86,400
Emmanuel AME Church	43,956	-
Antioch Baptist Church	-	49,753
Holy Cross Episcopal Church	-	7,500
San Antonio Independent School District	207,375	300,000
St. Paul United Methodist Church	40,000	40,000
	<u>\$ 377,731</u>	<u>\$ 503,153</u>

During the fiscal year ended June 30, 2013 and 2012, food with a fair market value of \$ 22,033 and \$5,385, respectively was provided for use at the Organization’s community learning center locations.

During the fiscal years ended June 30, 2013 and 2012, several organizations donated in-kind professional fees with a total value of \$34,627 and \$21,277, respectively.

The remaining donated items for the fiscal years ending June 30, 2013 and 2012 were miscellaneous program supplies, equipment, property, and software for a total of \$10,106 and \$80,867, respectively.

NOTE 9 – BUSINESS CONCENTRATIONS AND ECONOMIC DEPENDENCY

The Organization receives a substantial portion of its ongoing annual financial support from The United States Departments of Education and Agriculture pursuant to contractual grants with these agencies that are negotiated on an annual or other periodic basis. The amounts thus allocated to the Organization depend upon the availability of funds, possible changes in the allocation of the grantor’s resources, and the grantor’s continued confidence in the programs that they support.

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 10 – PENSION PLAN

The Organization established a defined contribution pension plan, commonly referred to as a 403(b) plan, which is available to all full time employees who satisfy the required number of years of service. A formula has been established whereby employee contributions are matched by the Organization up to a maximum of 5% of the employee's annual compensation. Employer contributions, which are reported as an expense of the Organization in the financial statements for fiscal years 2013 and 2012, amounted to \$24,203 and \$16,494, respectively.

NOTE 11 – RECLASSIFICATIONS

Certain amounts in the financial statements for the fiscal year ended June 30, 2012 have been reclassified to conform to the presentation for the fiscal year ended June 30, 2013. These reclassifications had no effect on the change in net assets.

NOTE 12 - FAIR VALUE OF FINANCIAL INSTRUMENTS

As required by the Fair Value of Financial Instruments topic of the FASB Accounting Standards Codification, the Organization adapted the provisions of Fair Value Measurements.

Under the Fair Value Measurements topic, fair value is defined as the price that would be received to sell an asset or an amount paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair Value Measurements, establishes a fair value hierarchy that prioritizes the inputs of valuation techniques used to measure fair value. This hierarchy consists of three broad levels: Level 1 inputs consist of unadjusted quoted prices in active markets for identical assets or liabilities and have the highest priority, Level 2 valuations are based on quoted prices in markets that are not active or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities, and Level 3 valuations are based on inputs that are unobservable and consequently have the lowest priority. The Organization uses appropriate valuation techniques based on the available inputs to measure the fair value of its assets or liabilities. When available, the Organization measures fair value using Level 1 inputs because they generally provide the most reliable evidence of fair value. No Level 2 or 3 input valuations were used by the Organization.

The following methods and assumptions were used by The Organization in estimating its fair value disclosures for financial statements:



SA YOUTH  
(a non-profit corporation)  
NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 12 - FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

Cash and cash equivalents, accounts receivable, grants receivable, and current portion of notes payable (Level 1) - The carrying amounts reported in the statement of financial position approximate their fair values because of the short maturities of those instruments.

Endowment Investments (Level 1) - Valued at the net asset value (NAV) of the shares held by the Organization at year end.

NOTE 13 - ENDOWMENTS

SA Youth adopted the provisions of FASB ASC 958-205-50-1B which provides guidance on the net asset classification of donor restricted endowment funds for a not-for-profit organization that is subject to an enacted version of The Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA). FASB ASC 958-205-50-1B also requires disclosures about endowment funds, both donor restricted endowment funds and board-designated endowment funds.

SA Youth's endowment fund was created on June 30, 2011 by transferring \$100,000 of its available cash to the San Antonio Area Foundation where the funds are to be held and managed in the Foundation's perpetuity portfolio.

The endowment fund consists of investments established for the purpose of providing funding in the case of an emergency situation. All endowment funds are considered to be unrestricted funds that are designated by the board of directors to function as endowments. Endowment funds are recorded as board designated - future reserves in the statement of financial position.

SA Youth has adopted investment objectives for its endowment investments and believes that long-term performance will be achieved through a balanced portfolio consisting of equities, fixed income, and cash. While speculative risks should be avoided, SA Youth adheres to the traditional capital market pricing theory which maintains that, over the long-term, the risk of owning equities should be rewarded with a greater return than that available from fixed income investments. As a result, SA Youth believes the total rate of return from a concentration in equity investments will adequately compensate for the increased volatility. This investment philosophy is consistent with the long-term investment policy of the SA Youth organization.

As noted above SA Youth's board of directors has a policy that endowment funds are only to be used in order to provide funding for an emergency situation. Therefore, SA Youth does not appropriate funds for distribution on a yearly basis.

SA YOUTH  
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NOTES TO FINANCIAL STATEMENTS  
YEARS ENDED JUNE 30, 2013 AND 2012

NOTE 13 – ENDOWMENTS (continued)

The Organization's endowment investments appreciated (depreciated) in value in the amounts of \$9,230 and (\$795) during the fiscal years ending June 30, 2013 and 2012, respectively.

NOTE 14 - SUBSEQUENT EVENTS

SA Youth's management has evaluated subsequent events occurring after June 30, 2013 through the date that the financial statements became available to be issued, October 30, 2013 for disclosure and potential recognition. An audit was performed by The Texas Education Agency (TEA) during the 2012-2013 fiscal year. Subsequent to the completion of the audit, TEA notified SA Youth that its audit revealed findings, and that \$70,495 had to be returned to TEA based upon those findings. The full amount was refunded to TEA in June 2013 by SA Youth. The Organization appealed the audit findings noting that, although a mistake was made in SA Youth's accounting office, the Organization believes that the questioned costs were authorized in accordance with the grant document. Since then, the accounting errors listed in the audit findings have all been addressed and corrected. Subsequent to year end, TEA returned the \$70,495 finding adjustment to SA Youth, however TEA will be conducting a hearing in the near future to determine if SA Youth will be allowed to keep the refund amount. The \$70,945 finding adjustment that was returned to TEA during the 2012-2013 fiscal year is recorded as a bad debt expense in the statement of functional expenses.

Also, subsequent to year end, SA Youth was notified by the San Antonio Independent School District that the Organization's administrative offices and Youth build program facilities will have to be relocated from its current Mission Verde location to another location by the end of November 2013. San Antonio Independent School District has agreed to lease SA Youth an alternative facility, very close to their current location, for a temporary period of time until the Organization can locate to a permanent facility.

FEDERAL AWARDS REPORTS

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**REED J. SMILEY**  
CERTIFIED PUBLIC ACCOUNTANT  
1550 N.E. LOOP 410, SUITE 207  
SAN ANTONIO, TEXAS 78209  
(210) 822-6900  
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MEMBER: AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS  
TEXAS SOCIETY OF CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors  
SA Youth

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of SA Youth (a nonprofit organization), which comprise the statement of financial position as of June 30, 2013, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued my report thereon dated October 30, 2013.

**Internal Control Over Financial Reporting**

In planning and performing my audit of the financial statements, I considered SA Youth's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of SA Youth's internal control. Accordingly, I do not express an opinion on the effectiveness of the Organization's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged by governance.

My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be

material weaknesses or significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

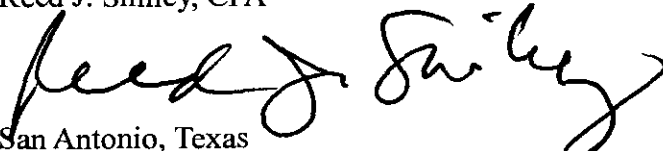
### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether SA Youth's financial statements are free of material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Reed J. Smiley, CPA



San Antonio, Texas  
October 30, 2013



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TEXAS SOCIETY OF CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM  
AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY OMB  
CIRCULAR A-133.**

Board of Directors  
SA Youth

**Report on Compliance for Each Major Federal Program**

I have audited SA Youth's compliance with the types of compliance requirements described in the OMB *Circular A-133 Compliance Supplement* that could have a direct and material effect on each of SA Youth's major federal programs for the year ended June 30, 2013. SA Youth's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

**Management's Responsibility**

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

**Auditor's Responsibility**

My responsibility is to express an opinion on compliance for each of SA Youth's major federal programs based on my audit of the types of compliance requirements referred to above. I conducted my audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that I plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about SA Youth's compliance with those requirements and performing such other procedures as I considered necessary in the circumstances. I believe that my audit provides a reasonable basis for my opinion on compliance for each major federal program. However, my audit does not provide a legal determination of SA Youth's compliance.

## Opinion on Each Major Federal Program

In my opinion, SA Youth complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

## Report on Internal Control over Compliance

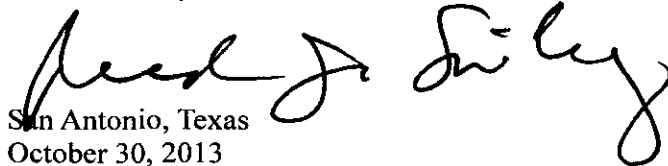
The management of SA Youth is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing my audit of compliance, I considered SA Youth's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, I do not express an opinion on the effectiveness of SA Youth internal control over compliance.

A *deficiency* in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

My consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. I did not identify any deficiencies in internal control over compliance that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of my testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Reed J. Smiley, CPA



San Antonio, Texas  
October 30, 2013

SA Youth  
(A Non-Profit Organization)  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2013

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Pass-Through Identifying Number</u>	<u>Federal Expenditures</u>
<b>U. S. Department of Education:</b>			
Pass-through Program from:			
Texas Education Agency, Twenty-First Century Community Learning Centers	84.287C	S287C110044	\$ 990,962
Texas Education Agency, Twenty-First Century Community Learning Centers	84.287C	S287C120044	<u>2,198,790</u>
<b>Total U. S. Department of Education</b>			<b>3,189,752</b>
<b>U. S. Department of Agriculture:</b>			
Pass-through Program from:			
Texas Health and Human Services Commission Summer Food Service Program	10.559	75-08017	151,380
Child and Adult Food Care Program	10.558	75-08017	<u>715,270</u>
<b>Total U. S. Department of Agriculture</b>			<b>866,650</b>
<b>Office of Juvenile Justice and Delinquency Prevention:</b>			
Pass-through Program from:			
YouthBuild USA - National Mentoring Alliance	16.726	2009JUFX0004	<u>47,726</u>
<b>Total Office of Juvenile Justice and Delinquency Prevention</b>			<b>47,726</b>
<b>Corporation for National and Community Service:</b>			
Pass-through Program from:			
YouthBuild USA - AmeriCorps	94.006	10NDHMA0030066	121,784
Pass-through Program from:			
OneStar Foundation - Kids College Club	94.006	06AFHTX0010079	<u>222,305</u>
<b>Total Corporation for National and Community Service</b>			<b>344,089</b>
<b>U.S. Department of Labor:</b>			
Pass-through Program from:			
Alamo Community College District - Community Based Job Training Grant	17.269		<u>41,505</u>
<b>Total U.S. Department of Labor</b>			<b>41,505</b>
<b>Total Expenditures of Federal Awards</b>			<b>\$ <u>4,489,722</u></b>

See accompanying notes to schedule of expenditures of federal awards.

SA YOUTH  
(a non-profit corporation)  
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2013

NOTE 1 – BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of SA Youth, (a non-profit organization) under programs of the federal government for the year ended June 30, 2013. The information in this schedule is presented in accordance with the requirements of the Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Because the schedule presents only a selected portion of the operations of SA Youth, it is not intended to and does not present the financial position, changes in net assets or cash flows of SA Youth.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING PRINCIPLES

Expenditures reported on the Schedule are reported on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Such expenditures are recognized following the cost principles contained in OMB Circular A-122, *Cost Principles for Non-profit Organizations*, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Pass-through entity identifying numbers are presented where available.

NOTE 3 – SUBRECIPIENTS

Of the federal expenditures presented in the schedule, SA Youth provided federal awards to subrecipients as follows:

<u>CFDA Number</u>	<u>Program Name</u>	<u>Amount Provided To Sub-recipients</u>
17.269	Community Based Job Training Grant	<u>\$41,505</u>

SA YOUTH  
(a non-profit corporation)  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2013

SUMMARY OF AUDITOR'S RESULTS

1. The auditor's report expresses an unmodified opinion on the financial statements of SA Youth.
2. No material weaknesses or significant deficiencies relating to the audit of the financial statements are reported in the Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance With *Government Auditing Standards*.
3. No instances of noncompliance material to the financial statements of SA Youth, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.
4. No material weaknesses or significant deficiencies relating to the audit of the major federal award programs are reported in the Independent Auditor's Report on Compliance for Each Major Program and on Internal Control over Compliance Required by OMB Circular A-133.
5. The auditor's report on compliance for the major federal award programs for SA Youth expresses an unmodified opinion for major federal programs.
6. There are no audit findings disclosed that are required to be reported in accordance with Section 510(a) of OMB Circular A-133.
7. The program tested as a major program was: (1) U. S. Department of Education, Twenty-First Century Community Learning Centers Program (CFDA Number 84.287C).
8. The threshold for distinguishing between Type A and Type B Programs was \$300,000.
9. SA Youth qualifies as a low-risk auditee.

FINANCIAL STATEMENT FINDINGS

There are no findings to be reported.

FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS  
AUDIT.

There are no findings to be reported.





# Sa Youth

DUNS: 93-167-2992

## Dashboard

### Company Info

1700 Tampico 2nd Fl  
San Antonio, TX 78207

**Phone:** (210) 223-3131

**DBA's :**  
DOWNTOWN YOUTH CENTER  
LAUREL HEIGHTS YOUTH CENTER

**URL:** www.sanantonioyouth.org

### Scores

PAYDEX®	Delinquency Predictor		Financial Stress		Supplier Eval. Risk Rating	Credit Limit Rec.	DandB Rating
Score	Score	Class	Score	Class	Rating	Recommendation	Rating
69 ▲	554 ▲	2	1436 ▲	4	6 ▲	\$10K	ER5

### Recent Alerts

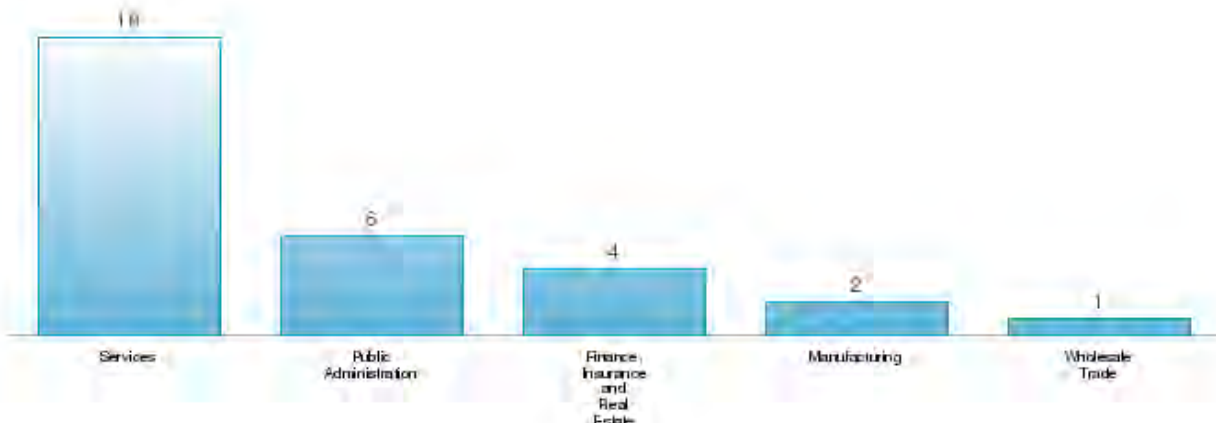
There are currently no alerts issued for this company. If you only recently began monitoring this company, you will not receive your first alerts until score changes or events occur.

### Inquiries

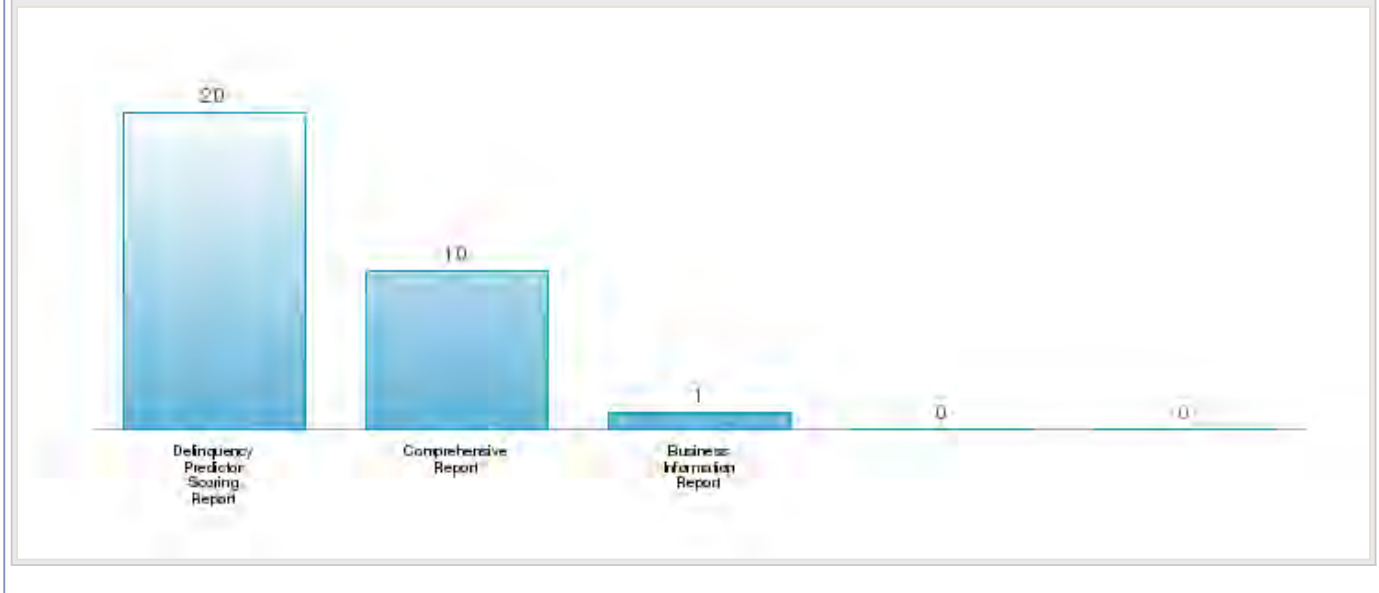
#### Most Recent

Date	SIC / Sector	Report type
01/03/14	Services	Comprehensive Report
01/02/14	Finance, Insurance and Real Estate	Delinquency Predictor Scoring Report
12/27/13	Services	Delinquency Predictor Scoring Report
12/27/13	Services	Delinquency Predictor Scoring Report
12/27/13	Services	Delinquency Predictor Scoring Report

#### Top 5 Inquiries by SIC / Sector (12 Months)



#### Top 5 Inquiries by Report Type (12 Months)



Scores

**PAYDEX®**

**69**



3 Month PAYDEX® **70**

16 days beyond terms



Understanding My Score

The D&B PAYDEX® is a unique, dollar weighted indicator of payment performance based on payment experiences as reported to D&B by trade references.

Recent Payments

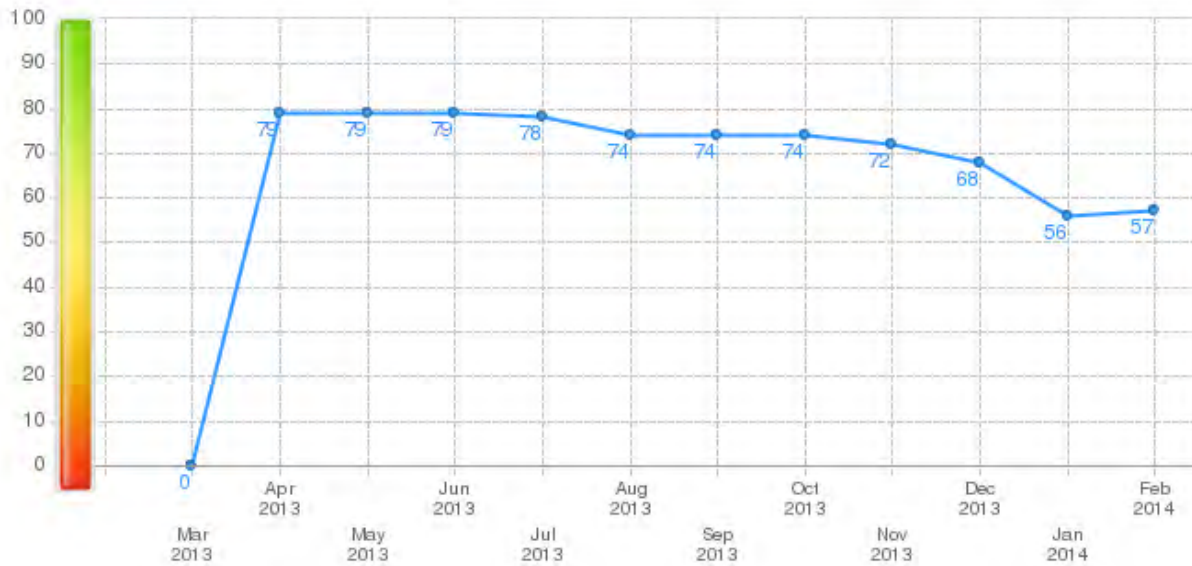
Total (Last 12 Months): 33

Date	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last sale w/f (Mo. )
02/2014	Ppt	\$7,500	\$0	\$0	N30	6-12 mos
02/2014	Ppt	\$7,500	\$2,500	\$0	N30	--
02/2014	Ppt	\$750	\$50	\$0	--	6-12 mos
02/2014	Ppt	\$250	\$0	\$0	--	6-12 mos
02/2014	Ppt	\$100	\$50	\$0	--	6-12 mos

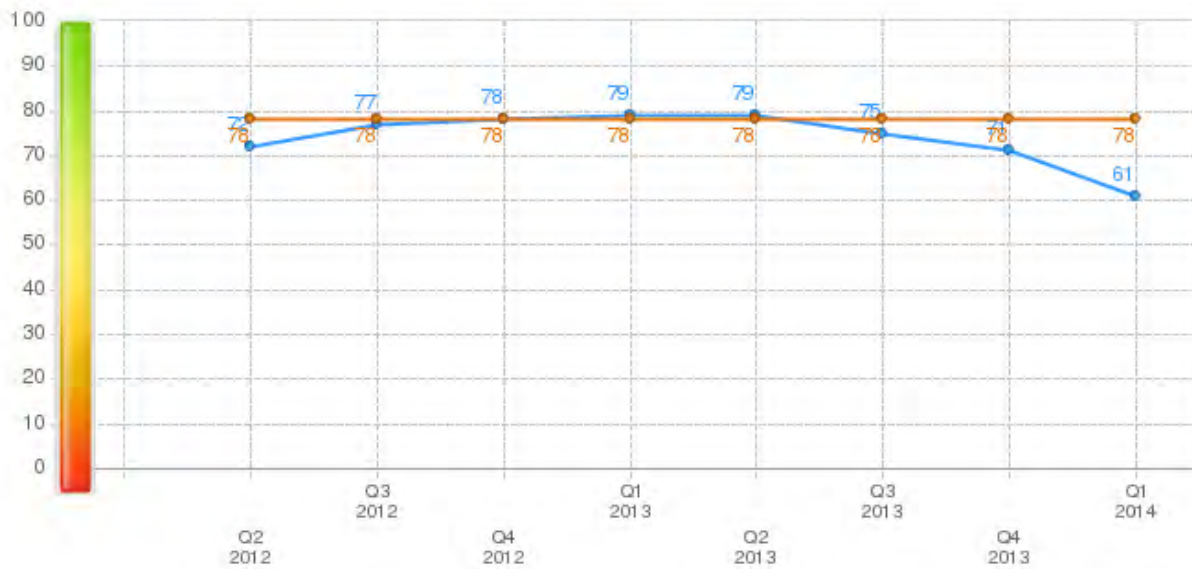
Key

PAYDEX®	Payment Practices	PAYDEX®	Payment Practices
100	Anticipate	40	60 Days Beyond Terms
90	Discount	30	90 Days Beyond Terms
80	Prompt	20	120 Days Beyond Terms
70	15 Days Beyond	1-19	Over 120 Days Beyond Terms
60	22 Days Beyond Terms	UN	Unavailable
50	30 Days Beyond Terms		

Trends



### Industry Comparison



• My Company (69)      • Industry Median: (78)

Based on payments collected over the last 4 quarters.

- Current PAYDEX® for this business is 69, or equal to 16 days beyond terms
- The present industry median score is 78, or equal to 3 days beyond terms.

### Delinquency Predictor Score

Score **554** ▲      Class **2**      Percentile **82%**

Moderate risk of severe payment delinquency over next 12 months



The D&B Delinquency Predictor (formerly the Commercial Credit Score) predicts the likelihood that a company will pay in a severely delinquent manner (91+ days past term) over the next 12 months, seek legal relief from creditors, or cease operations without paying all creditors in full over the next 12 months based on the information in D&B's database. A severely delinquent firm is defined as a business with at least 10% of its dollars 91+ days slow.

**Incidence of Delinquent Payment:**

Among Companies with this Classification: **2.50%**

**Factors Affecting Your Score:**

Recent amount past due

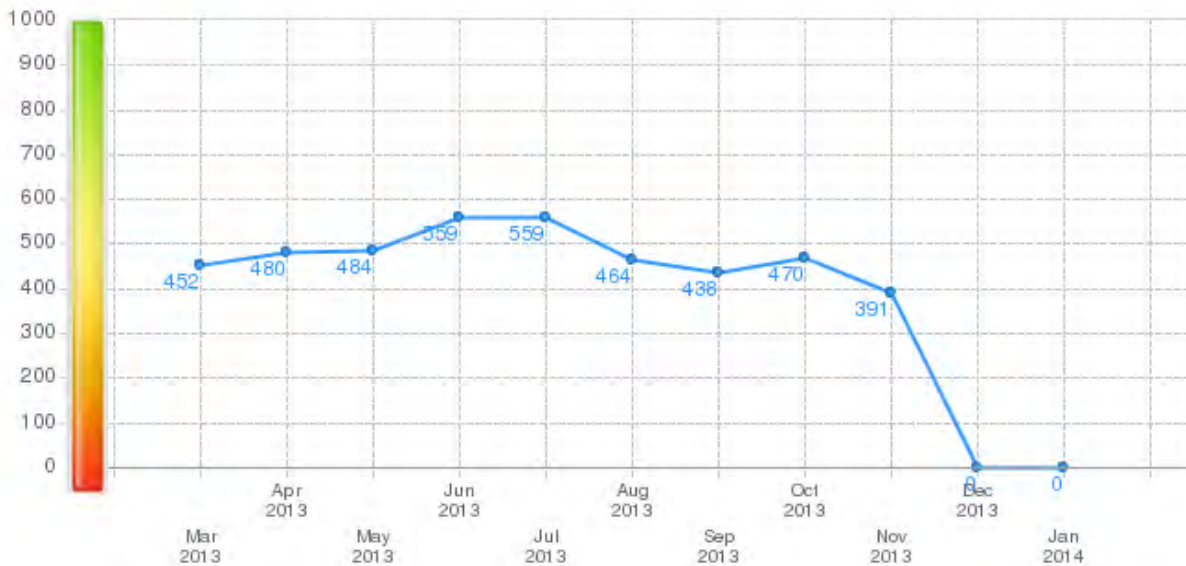
Higher risk region based on delinquency rates for this region

Higher risk industry based on delinquency rates for this industry

Variable Paydex over last 12 months

Key			
Risk Class	% of Businesses within this Class	Percentile	Score
1	10%	91-100	580-670
2	20%	71-90	530-579
3	40%	31-70	481-529
4	20%	11-30	453-480
5	10%	1-10	101-452

**Trends - Scores, 12 Month**



• **My Company (554)**

**Industry Comparison**



This business has a Credit Score Percentile that shows:

- Lower risk than other companies in the same region.
- Lower risk than other companies in the same industry.
- Lower risk than other companies in the same employee size range.
- Lower risk than other companies with a comparable number of years in business.

## Financial Stress Score

Score **1436** ▲ Class **4** Nat'l % **29%**



Moderate to high risk of severe financial stress, such as a bankruptcy, over the next 12 months

## Understanding My Score

### Incidence of Financial Stress:

Among Companies with this Classification: **0.84** (84 per 10000)

### Factors Affecting Your Score:

Low proportion of satisfactory payment experiences to total payment experiences.

Limited number of comparative financial statements.

Low Paydex Score.

Unstable Paydex over last 12 months.

- The Financial Stress Class Summary Model predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&B's extensive data files.

### Notes:

- The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
- The Incidence of Financial Stress shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Incidence of Financial Stress - National Average represents the national failure rate and is provided for comparative purposes.

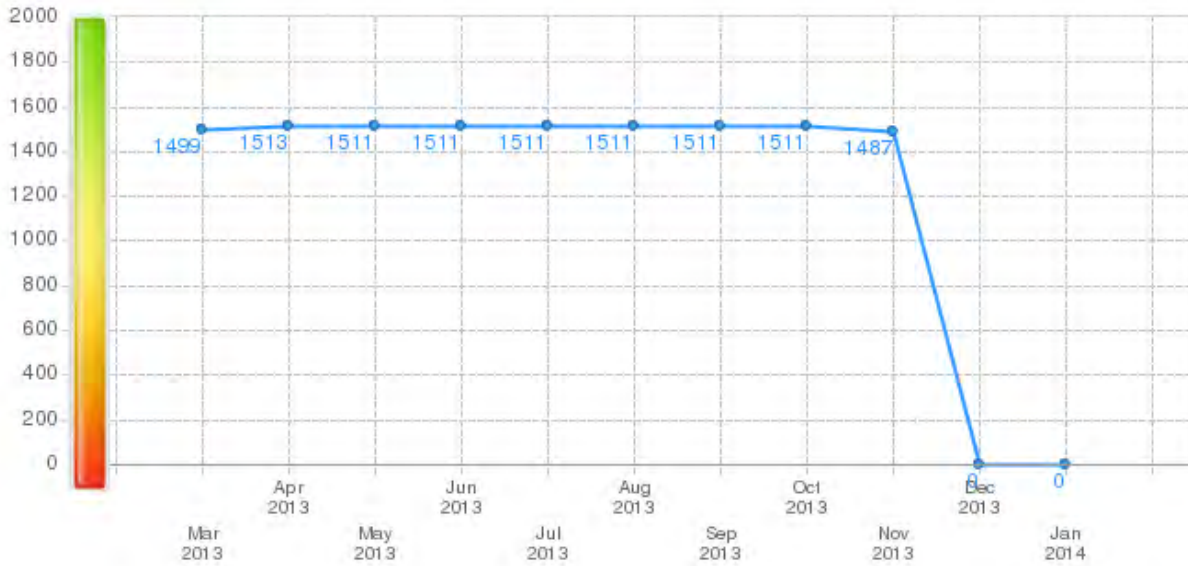


- The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
- The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.
- All Financial Stress Class, Percentile, Score and Incidence statistics are based on sample data from

Key

Score	Class	Percentile	Incidence of Financial Stress
1570-1875	1	95-100	6.0%
1510-1569	2	69-94	10.6%
1450-1509	3	34-68	18.4%
1340-1449	4	2-33	31.5%
1001-1339	5	1	70.0%

Trends - Scores, 12 Month



• My Company (1,436)

Industry Comparison



Based on payments collected over the last 4 quarters.

- Higher risk than other companies in the same region.
- Higher risk than other companies in the same industry.
- Higher risk than other companies in the same employee size range.
- Higher risk than other companies with a comparable number of years in business.

## Supplier Evaluation Risk Rating

6 ▲



High risk of supplier experiencing severe financial stress over the next 12 months.

## Understanding My Score

The Supplier Evaluation Risk (SER) Rating predicts the likelihood that a supplier will cease business operations or become inactive over the next 12 month period based on the depth of predictive data attributes available on the business. The SER Rating scoring system uses statistical probabilities to classify public and private companies into a 1-9 risk rating, where 1 represents low risk and 9 represents high risk.

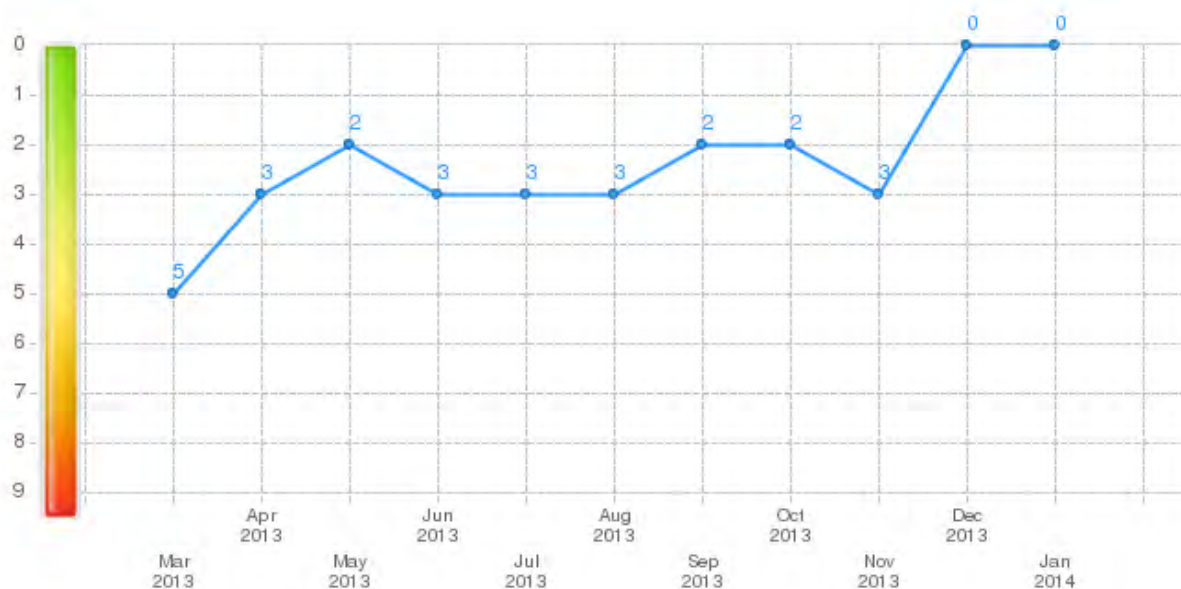
### Factors Affecting This Company's Score:

Proportion of past due balances to total amount owing

Proportion of slow payment experiences to total number of payment experiences reported

Age of financial statement reported

## Trends



• My Company (6)

## Credit Limit Recommendation

Risk Category

Conservative Credit Limit

**\$10k**

# 1

Aggressive Credit Limit  
**\$20k**



Low

## Understanding My Score

D&B's Credit Limit Recommendation is intended to help you more easily manage your credit decisions. It provides two recommended dollar guidelines:

A conservative limit, which suggests a dollar benchmark if your policy is to extend less credit to minimize risk.

An aggressive limit, which suggests a dollar benchmark if your policy is to extend more credit with potentially more risk.

The dollar guideline amounts are based on a historical analysis of credit demand of customers in D&B's U.S. payments database which have a similar profile to your business.

## D&B Rating®

Rating

# ER5

Number of employees: **ER5 represents 20 to 49 employees**

D&B Rating	Date Applied
ER5	2004-06-03

## Understanding My Score

### Factors Affecting Your Score

# of Employees Total: **48 (19 here)**

Sales: **\$5,020,339.00**

As of 06/30/12

Worth: **\$2,380,069**

Working Capital: **\$964,308**

Payment Activity (based on 33 experiences):

Average High Credit: **\$1,830**

Highest Credit: **\$7,500**

Total Highest Credit: **\$43,450**

Note: The Worth amount in this section may have been adjusted by D&B to reflect typical deductions, such as certain intangible assets.

## Inquiries

### 12 Month Summary

Over the past 12 months ending 1-2014, 31 individual requests for information on your company were received; this represents a 61.29% increase over the prior 12 month period. The 31 inquiries were made by 10 unique companies indicating that some companies have inquired on your business multiple times and may be monitoring you. Of the total products purchased, 18, or 58.06% came from the Services sector; 6, or 19.35% came from the Public Administration sector; 4, or

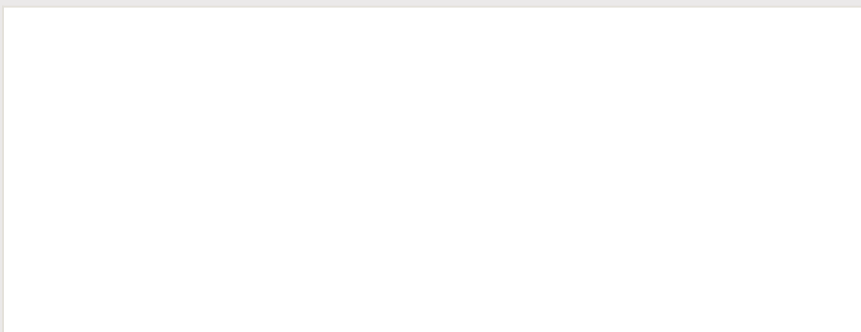
12.90% came from the Finance, Insurance and Real Estate sector.

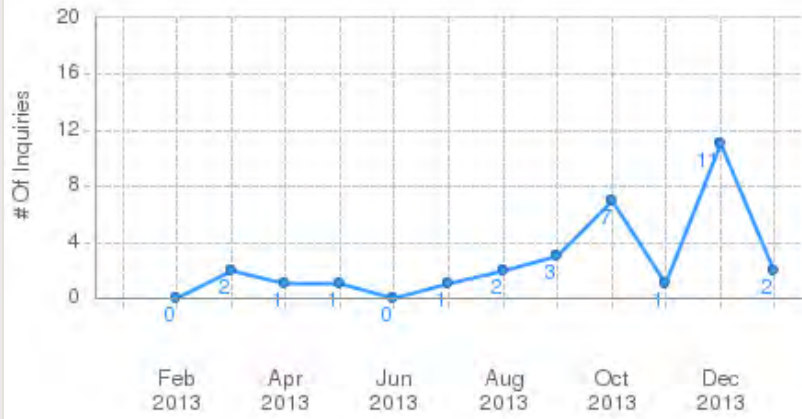
**12 Mo. Total:** 31

**12 Mo. Unique Companies:** 10

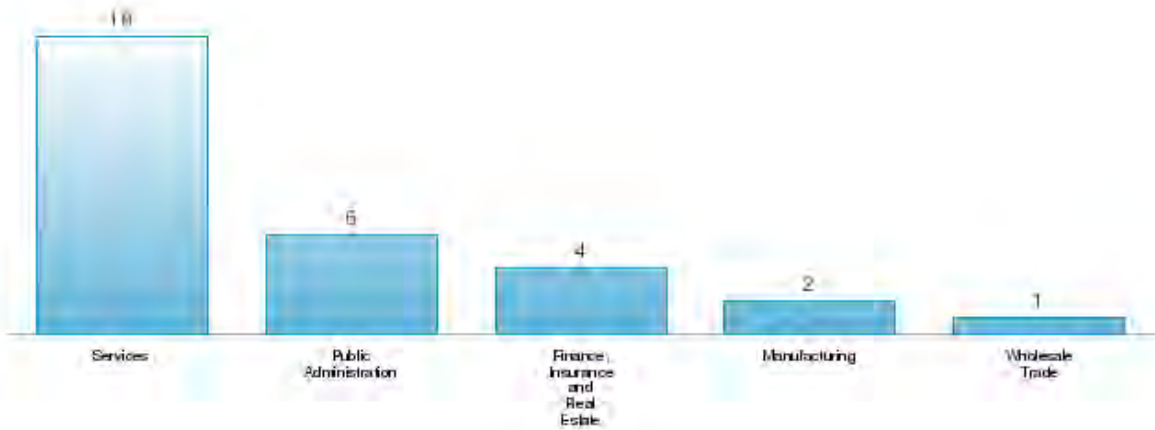
Date ▼	Report type	SIC / Sector
01/03/14	Comprehensive Report	Services
01/02/14	Delinquency Predictor Scoring Report	Finance, Insurance and Real Estate
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/27/13	Delinquency Predictor Scoring Report	Services
12/21/13	Comprehensive Report	Manufacturing
12/17/13	Delinquency Predictor Scoring Report	Services
12/17/13	Comprehensive Report	Services
12/11/13	Comprehensive Report	Wholesale Trade
11/14/13	Business Information Report	Manufacturing
10/28/13	Comprehensive Report	Public Administration
10/23/13	Delinquency Predictor Scoring Report	Services
10/23/13	Delinquency Predictor Scoring Report	Services
10/23/13	Delinquency Predictor Scoring Report	Services
10/17/13	Delinquency Predictor Scoring Report	Services
10/17/13	Delinquency Predictor Scoring Report	Services
10/17/13	Delinquency Predictor Scoring Report	Services
09/12/13	Delinquency Predictor Scoring Report	Finance, Insurance and Real Estate
09/12/13	Comprehensive Report	Finance, Insurance and Real Estate
09/01/13	Comprehensive Report	Public Administration
08/27/13	Delinquency Predictor Scoring Report	Services
08/27/13	Delinquency Predictor Scoring Report	Services
07/24/13	Comprehensive Report	Finance, Insurance and Real Estate
05/25/13	Delinquency Predictor Scoring Report	Public Administration
04/01/13	Comprehensive Report	Public Administration

#### Trends - 12 Month

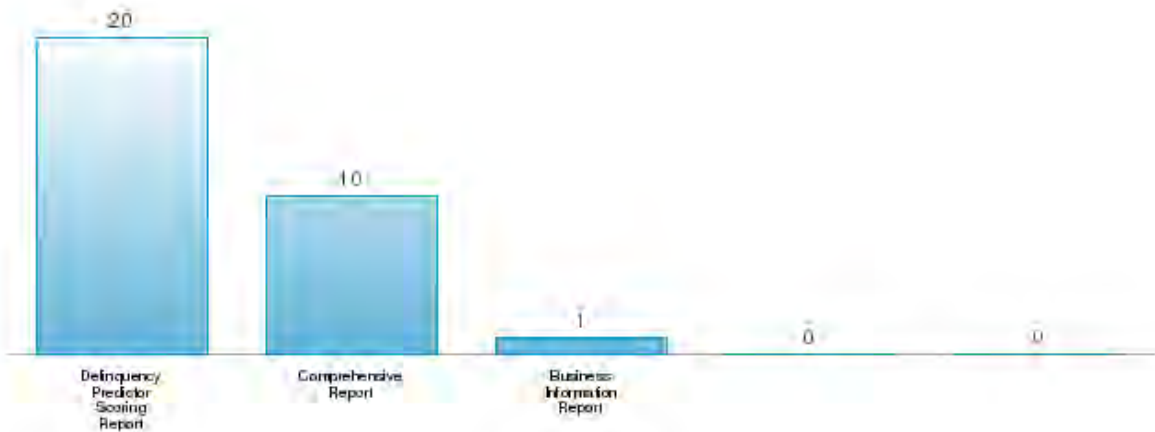




Top 5 Inquiries by Report Type (12 Months)



Top 5 Report Types Graph(12 Months)



All Inquiries by Industry and SIC / Sector



SIC/Sector	Apr 2013 to Jun 2013	Jul 2013 to Sep 2013	Oct 2013 to Dec 2013	Jan 2014 to Mar 2014	Total Inquiries
Finance, Insurance and Real Estate	0	1	2	1	4
Manufacturing	0	0	0	2	2
Public Administration	3	1	2	0	6
Retail Trade	0	0	0	0	0
Services	0	0	8	10	18
Wholesale Trade	0	0	0	1	1

Inquiries by Report Type					
Report Type	Apr 2013 to Jun 2013	Jul 2013 to Sep 2013	Oct 2013 to Dec 2013	Jan 2014 to Mar 2014	Total
Business Information Report	0	0	0	1	1
Comprehensive Report	2	1	3	4	10
Delinquency Predictor Scoring Report	1	1	9	9	20
Others	0	0	0	0	0

## Payments

Currency: Shown in USD unless otherwise indicated

### Payments Summary

**Current** 69 Equal to 16 days beyond terms  
**PAYDEX®:**  
**Industry Median:** 78 Equal to 3 DAYS BEYOND terms  
**Payment Trend:** ↔ Unchanged, compared to payments three months ago

**Total payment Experiences in D&Bs File (HQ):** 33  
**Payments Within Terms (not dollar weighted):** 72  
**Total Placed For Collection:** NA  
**Average Highest Credit:** 1,830  
**Largest High Credit:** 7,500  
**Highest Now Owing:** 7,500  
**Highest Past Due:** 2,500

### Payments Summary by Industry

**Total (Last 12 Months):** 33

	Total Received	Total Dollar Amount	Largest High Credit Payment summary	Within Terms	Days Slow			
					31	30-80	81-90	90
<b>Top Industries</b>								
Telephone communictns	5	\$1,300	\$750	92%	8	0	0	0
Nonclassified	4	\$2,250	\$1,000	50%	39	11	0	0
Public finance	4	\$0	\$0	0%	0	0	0	0
Whol computers/softwr	2	\$8,000	\$7,500	94%	0	0	0	6
Short-trm busn credit	2	\$5,500	\$5,000	5%	50	45	0	0
Whol office supplies	1	\$7,500	\$7,500	50%	50	0	0	0
Petroleum refining	1	\$7,500	\$7,500	100%	0	0	0	0
Mfg computers	1	\$2,500	\$2,500	50%	50	0	0	0
Help supply service	1	\$2,500	\$2,500	100%	0	0	0	0
Business consulting	1	\$2,500	\$2,500	100%	0	0	0	0
Data processing svcs	1	\$1,000	\$1,000	100%	0	0	0	0
Radiotelephone comun	1	\$750	\$750	100%	0	0	0	0
Whol chemicals	1	\$500	\$500	50%	50	0	0	0
Misc business credit	1	\$250	\$250	50%	50	0	0	0
Lithographic printing	1	\$50	\$50	100%	0	0	0	0
Whol electrical equip	1	\$0	\$0	0%	0	0	0	0
<b>Other Categories</b>								
Cash experiences	5	\$1,350	\$500	--	--	--	--	--
Unknown	0	\$0	\$0	--	--	--	--	--
Unfavorable comments	0	\$0	\$0	--	--	--	--	--
Placed for collections with D&B:	0	\$0	\$0	--	--	--	--	--
Other	0	N/A	\$0	--	--	--	--	--
Total in D&B's file	33	\$43,450	\$7,500	--	--	--	--	--

## Payments Beyond Terms

Total (Last 12 Months): 12

Date ▼	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last sale w/f (Mo. )
02/2014	Ppt-Slow 30	\$7,500	\$7,500	\$2,500	N30	1 mo
02/2014	Ppt-Slow 30	\$2,500	\$100	\$100	--	1 mo
02/2014	Ppt-Slow 30	\$500	\$0	\$0	--	6-12 mos
02/2014	Ppt-Slow 30	\$250	\$0	\$0	--	4-5 mos
02/2014	Slow 30	\$100	\$50	\$50	--	6-12 mos
01/2014	Ppt-Slow 30	\$1,000	\$250	\$0	--	1 mo
01/2014	Ppt-Slow 30	\$500	\$250	\$0	--	1 mo
01/2014	Ppt-Slow 30	\$500	\$0	\$0	--	2-3 mos
01/2014	Ppt-Slow 30	\$250	\$100	\$0	--	1 mo
01/2014	Slow 30-60	\$5,000	\$5,000	\$750	--	2-3 mos
11/2013	Ppt-Slow 60	\$500	\$500	\$250	--	1 mo
11/2013	Slow 120	\$500	\$500	\$500	N30	--

## All Payments

Total (Last 12 Months): 33

Date ▼	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last sale w/f (Mo. )
02/2014	Ppt	\$7,500	\$0	\$0	N30	6-12 mos
02/2014	Ppt	\$7,500	\$2,500	\$0	N30	--
02/2014	Ppt	\$750	\$50	\$0	--	6-12 mos
02/2014	Ppt	\$250	\$0	\$0	--	6-12 mos
02/2014	Ppt	\$100	\$50	\$0	--	6-12 mos
02/2014	Ppt	\$100	\$50	\$0	--	6-12 mos
02/2014	Ppt-Slow 30	\$7,500	\$7,500	\$2,500	N30	1 mo
02/2014	Ppt-Slow 30	\$2,500	\$100	\$100	--	1 mo
02/2014	Ppt-Slow 30	\$500	\$0	\$0	--	6-12 mos
02/2014	Ppt-Slow 30	\$250	\$0	\$0	--	4-5 mos
02/2014	Slow 30	\$100	\$50	\$50	--	6-12 mos
02/2014	(012)	\$500	\$500	--	Cash account	--
02/2014	(013)	\$500	\$500	--	Cash account	--
01/2014	Ppt	\$1,000	\$1,000	\$0	--	1 mo
01/2014	Ppt	--	\$0	\$0	N30	6-12 mos
01/2014	Ppt-Slow 30	\$1,000	\$250	\$0	--	1 mo
01/2014	Ppt-Slow 30	\$500	\$250	\$0	--	1 mo
01/2014	Ppt-Slow 30	\$500	\$0	\$0	--	2-3 mos
01/2014	Ppt-Slow 30	\$250	\$100	\$0	--	1 mo
01/2014	Slow 30-60	\$5,000	\$5,000	\$750	--	2-3 mos
01/2014	(021)	\$250	--	--	Cash account	6-12 mos
01/2014	(022)	\$50	--	--	Cash account	6-12 mos
11/2013	Ppt-Slow 60	\$500	\$500	\$250	--	1 mo
11/2013	Slow 120	\$500	\$500	\$500	N30	--
07/2013	Slow	--	--	--	--	1 mo
07/2013	Slow	--	--	--	--	1 mo
07/2013	Slow	--	--	--	--	1 mo
07/2013	Slow	--	--	--	--	1 mo
06/2013	Ppt	\$2,500	\$0	\$0	Regular terms	6-12 mos
10/2012	Ppt	\$50	--	--	--	1 mo
05/2012	(031)	\$50	--	--	Cash account	1 mo
02/2012	Ppt	\$2,500	\$0	\$0	--	6-12 mos
02/2012	Ppt	\$750	\$0	\$0	--	6-12 mos

Indications of slowness can be the result of disputes over merchandise, skipped invoices, etc. Accounts are sometimes placed in collection even though the existence or amount of debt is disputed.

The public record items contained in this report may have been paid, terminated, vacated or released prior to the date this report was printed.

## Company Overview

<b>Company Name:</b>	SA YOUTH	<b>URL:</b>	www.sanantonioyouth.org
<b>Doing Business As:</b>	DOWNTOWN YOUTH CENTER, LAUREL HEIGHTS YOUTH CENTER	<b>Stock Symbol:</b>	NA
<b>Street Address:</b>	1700 Tampico 2nd Fl (210) 223-3131 San Antonio, TX (210) 223-9939 78207	<b>History:</b>	NA
<b>Phone:</b>		<b>Operations:</b>	profitable
<b>Fax:</b>		<b>Present Management Control:</b>	15 Years
		<b>Annual Sales:</b>	\$5,020,339

## History

The following information was reported: **02/22/2014**

Officer(s):  
 CYNTHIA D LEMONDS, CEO  
 ROBERT VASQUEZ, DIR  
 CYNTHIA PHILLIPS, DIR  
 GAGE PAINE, DIR  
 DAWN VOLESKY, DIR

DIRECTOR(S):  
 THE OFFICER(S)

The Texas Secretary of State's business registrations file showed that SA Youth was registered as a Non Profit Corporation on October 25, 1984.

Business started 1984. Present control succeeded 1999.  
 CYNTHIA D LEMONDS. Antecedents are unknown.  
 ROBERT VASQUEZ. Antecedents are unknown.  
 CYNTHIA PHILLIPS. Antecedents are unknown.  
 GAGE PAINE. Antecedents are unknown.  
 DAWN VOLESKY. Antecedents are unknown.

Business address has changed from 1215 W Poplar St, San Antonio, TX, 78207 to 1700 Tampico St, San Antonio, TX, 78207.

## Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF  
**MARCH 17 2014.**

<b>Registered Name:</b>	SA YOUTH
<b>Business Type:</b>	DOMESTIC CORPORATION
<b>Corporation Type:</b>	NON-PROFIT
<b>Date Incorporated:</b>	Oct 25 1984
<b>State of Incorporation:</b>	TEXAS
<b>Filing Date:</b>	Oct 25 1984
<b>FilingFedID:</b>	NA
<b>Registration ID:</b>	0072618101
<b>Duration:</b>	PERPETUAL
<b>Duration Date:</b>	NA
<b>Status:</b>	IN EXISTENCE
<b>Status Attained Date:</b>	NA



**Where Filed:** SECRETARY OF STATE, AUSTIN, TX  
**Registered Agent:** CYNTHIA D LE MONDS, 1700 TAMPICO ST, SAN ANTONIO, TX,  
782070000  
**Agent Appointed:** NA  
**AgentStatus:** NA  
**Principals:** JOE MARATEA, TREASURER, 6000 N LOOP 1604 WEST, SAN  
ANTONIO, TX, 782490000

RALPH GRIMMER, DIRECTOR, 510 PENSTEMON TRAIL, SAN  
ANTONIO, TX, 782560000

JOSEPH MARATEA, DIRECTOR, 6000 N LOOP 1604 WEST, SAN  
ANTONIO, TX, 782490000

SHANNON ANDERSON, DIRECTOR, 301 TAMWORTH DR, SAN  
ANTONIO, TX, 782130000

BOB BENAVIDES, DIRECTOR, 1801 BROADWAY, SAN ANTONIO, TX,  
782150000

LAURA FLORES, DIRECTOR, 17202 OAK CLIFF CIR, DRIPPING  
SPRINGS, TX, 786200000

JAMES LIFSHUTZ, DIRECTOR, 215 W TRAVIS, SAN ANTONIO, TX,  
782050000

LOUIS J MARIN, DIRECTOR, 123 N MEDINA, SAN ANTONIO, TX,  
782070000

CRAIG PFEIFFER, DIRECTOR, 700 E SONTERRA AT SIGMA, SAN  
ANTONIO, TX, 782580000

JACK RONEY, DIRECTOR, 70 NE LOOP 410 STE 100, SAN ANTONIO,  
TX, 782160000

DAWN VOLESKY, DIRECTOR, 18906 CORTEZ COVE, SAN ANTONIO,  
TX, 782550000

CYNTHIA PHILLIPS, DIRECTOR, 7523 PARKWOOD WAY, SAN  
ANTONIO, TX, 782490000

ROBERT VASQUEZ, DIRECTOR, 12902 BLANCHE COKER, SAN  
ANTONIO, TX, 782160000

CYNTHIA D LE MONDS, CHIEF EXECUTIVE, PO BOX 7844, SAN  
ANTONIO, TX, 782070000

MATT TAYLOR, CHIEF OPERATING OFFICER, PO BOX 7844, SAN  
ANTONIO, TX, 782070000

KELLEY FARWELL, SECRETARY, PO BOX 7844, SAN ANTONIO, TX,  
782070000

JACK RONEY, CHAIR, 70 NE LOOP 410 STE 100, SAN ANTONIO, TX,  
782160000

JOE MARATEA, TREASURER, 6000 N LOOP 1604 WEST, SAN  
ANTONIO, TX, 782490000

CYNTHIA D LE MONDS, DIRECTOR, 1700 TAMPICO ST, SAN  
ANTONIO, TX, 782070000

SEAN METCALF, DIRECTOR, 2477 N LOOP 1604 E, SAN ANTONIO,  
TX, 782320000

MATTHEW REEDY, DIRECTOR, 106 DOVERY WAY, SHAVANO PARK,  
TX, 782490000

JON TURNER, DIRECTOR, 1100 NE LOOP 410 STE 900, SAN  
ANTONIO, TX, 782090000

CRISTINA HEANEY, DIRECTOR, 5525 BLANCO RD STE 124, SAN  
ANTONIO, TX, 782160000

LOUIS J CARDENAS, DIRECTOR, 2500 MCCULLOUGH, SAN  
ANTONIO, TX, 782120000

GREG KANEB, DIRECTOR, 2330 NE LOOP 1604 WEST, SAN

ANTONIO, TX, 782480000

JAKE PALMER, DIRECTOR, 311 WAXBERRY TRAIL, SAN ANTONIO,  
TX, 782560000

ANDREA NOCITO, DIRECTOR, 2122 BEDFORD STAGE, SAN  
ANTONIO, TX, 782130000

KELLEY FARWELL, DIRECTOR, 5922 WOODRIDGE PARK, SAN  
ANTONIO, TX, 782490000

## Operations

02/22/2014

**Description:**

Provides individual or family social services, specialized in as a youth center (100%).

Has 8 account(s). Terms are undetermined. Sells to general public. Territory : Local.

Nonseasonal.

**Employees:** 48 which includes officer(s) and 5 part-time. 19 employed here.

**Facilities:** Owns 13,000 sq. ft. in a one story concrete block building Occupies space in a building.

**Location:** NA

**Branches:** This business has multiple branches; detailed branch information is available in the D & B linkage or family tree products.

**Subsidiaries:** NA

**Subsidiaries:** NA

**Subsidiaries:** NA

**Subsidiaries:** NA

**Subsidiaries:** NA

## SIC & NAICS

**SIC:**

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific to a company's operations that if we use the standard 4-digit code. The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

8322 0205 Youth center

**NAICS:**

624110 Child and Youth Services

## Public Filings

Currency: Shown in USD unless otherwise indicated

## Summary

The following data includes both open and closed filings found in D&B's database on this company.

---

Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	-	-
Judgments	0	-
Liens	0	-
Suits	0	-
UCCs	1	09/23/09

The following Public Filing data is for information purposes only and is not the official record.  
 Certified copies can only be obtained from the official source.

## Judgments

We currently don't have enough data to display this section.

## Liens

We currently don't have enough data to display this section.

## Suits

We currently don't have enough data to display this section.

## Government Activity

We currently don't have enough data to display this section.

## Banking & Finance

### Financial Statements

We currently don't have enough data to display this section.

---

**Fiscal Consolidated Statement Dated 06/12**

Assets(\$)		Liabilities(\$)	
Cash	346753	Accounts Payable & Accrued Expenses	194561
Accts Rec	12192	Unsecured Notes & Loans Payable	285824
Pledges & Grants Receivable-Net	1054363		
Prepaid Expenses & Deferred Charges	31385		
<b>Current Assets</b>	<b>1,444,693.00</b>	<b>Current Liabs</b>	<b>480,385.00</b>
Fixt & Equip	1264897	UNRESTRICTED NET ASSETS	1325706
Investments-Other	99205	TEMPORARILY RESTRICTED NET ASSETS	1054363
Other Assets	51659		
<b>Total Assets</b>	<b>2,860,454.00</b>	<b>Total Liabilities</b>	<b>2,860,454.00</b>

From JUL 01 2011 to JUN 30 2012 annual sales \$5,020,339; gross profit \$5,020,339; operating expenses \$4,602,819. Operating income \$417,520; net income \$417,520.

Accountant: Reed J Smiley CPA, San Antonio, TX. Extent of audit, if any, not indicated.

#### Explanations

## Banking

We currently don't have enough data to display this section.

## Special Events

**12/05/2012**

The Chief Executive Officer is now Cynthia D Lemonds, CEO.

## Corporate Linkage

### Parent

Company Name	DUNS #	City, State
SAN ANTONIO YOUTH CENTERS	93-167-2992	SAN ANTONIO, TEXAS

### Headquarters (US)

Company Name	DUNS #	City, State
SAN ANTONIO YOUTH CENTERS	93-167-2992	SAN ANTONIO, TEXAS

### US Linkages

We currently don't have enough data to display this section.

### International Linkages

We currently don't have enough data to display this section.

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**Internal Revenue Service - Form 990**

40 pages have been withheld

**PLEASE NOTE: Internal Revenue Service (IRS) Form 990 documents have been removed from the responsive material. These documents have been withheld under Sections 6103 and 6104 of U.S. Code Title 26.**

**If you have any questions or concerns regarding the redaction of this material, please contact the Open Records Office at [PIR@tea.state.tx.us](mailto:PIR@tea.state.tx.us).**

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment F.3. Financial Plan

# SA Youth YouthBuild Academy

## New Applicaton Budget(s) & Cash Flow(s) Template

Lead Applicant Name:	SA Youth
Contact Email:	<a href="mailto:cynthia@sanantonioyouth.org">cynthia@sanantonioyouth.org</a>
Contact Phone:	210-223-3131
Year One Fiscal Year End:	2015
School Days:	180

A	B	C	D	E
1	<b>SA Youth YouthBuild Academy</b>			
3	<b>Estimate of State Aid Entitlement Input</b>	<b>3/25/2014 21:57</b>		
4		<b>Total - Per Grades - First Year</b>		
5	Pre-Kindergarten (Enter 1/2 of actual enrollment because you will only be funded for 1/2 day per child)	-		
6	Kindergarten	-		
7	1st Grade	-		
8	2nd Grade	-		
9	3rd Grade	-		
10	4th Grade	-		
11	5th Grade	-		
12	6th Grade	-		
13	7th Grade	-		
14	8th Grade	-		
15	9th Grade	40.00		
16	10th Grade	30.00		
17	11th Grade	30.00		
18	12th Grade	20.00		
19		<b>Total - All Grades</b>		
20	Total Number of Students Enrolled	120.0		
21	Total Number of High School Students Enrolled	120.00		
22	Percentage Rate of Attendance	80%		
24	<b>Special Education Data:</b>		<b>Extended Year Service</b>	
25	Number Enrolled in Homebound	-	-	
26	Number Enrolled in Hospital Class	-	-	
27	Number Enrolled in Speech Therapy	-	-	
28	Number Enrolled in Resource Room	-	-	
29	Number Enrolled in Self-Contained Mild/Mod/Sev	-	-	
30	Number Enrolled in Full-Time Early Childhood	-	-	
31	Number Enrolled in Off-Home Campus	-	-	
32	Number Enrolled in VAC	-	-	
33	Number Enrolled from State Schools	-	-	
34	Number Enrolled in Residential Care & Treatment	-	-	
35	Number Enrolled in Mainstream	20.00		
36	<b>Career and Technology (C&amp;T) Data:</b>		<b>Advanced C&amp;T FTE</b>	
37	Number Enrolled in One-hour Class	-	-	
38	Number Enrolled in Two-hour Class	-	-	
39	Number Enrolled in Three-hour Class	-	-	
40	Number Enrolled in Four-hour Class	120.00		
41	Number Enrolled in Five-hour Class	-	-	
42	Number Enrolled in Six-hour Class	-	-	
43	Gifted and Talented Enrolled	-		
44	Number of Pregnancy Related Students Enrolled	-		
45	Number Enrolled in Bilingual/ESL	-		
46	<b>Special Education Error Check</b>			
47	<b>Career and Technology Error Check</b>			
48	Available School Fund ADA	-		
49	Compensatory Education Enrollment	90.00		
50	Regular Program Transportation Allotment	-		
51	Special Education Program Transportation Allotment	-		
52	Career and Technology Program Transportation Allotment	-		
53	<b>Transportation Total</b>	\$	-	
54				

## SA Youth YouthBuild Academy ENROLLMENT and STUDENT POPULATION

ENROLLMENT FISCAL YEAR END	Data for following fiscal years must be based on reasonable estimates and projections.				
	2015	2016	2017	2018	2019
Pre- Kindergarten (Enter 1/2 of actual enrollment because you will only be funded for 1/2 day per child)	-	-	-	-	-
Kindergarten	-	-	-	-	-
1st Grade	-	-	-	-	-
2nd Grade	-	-	-	-	-
3rd Grade	-	-	-	-	-
4th Grade	-	-	-	-	-
5th Grade	-	-	-	-	-
6th Grade	-	-	-	-	-
7th Grade	-	-	-	-	-
8th Grade	-	-	-	-	-
9th Grade	40.00	40.00	35.00	40.00	40.00
10th Grade	30.00	35.00	35.00	40.00	40.00
11th Grade	30.00	30.00	40.00	50.00	55.00
12th Grade	20.00	25.00	40.00	50.00	65.00
<b>Total Number of High School Students Enrolled</b>	<b>120.00</b>	<b>130.00</b>	<b>150.00</b>	<b>180.00</b>	<b>200.00</b>
<b>Total Number of All Students Enrolled (Average Membership)</b>	<b>120.00</b>	<b>130.00</b>	<b>150.00</b>	<b>180.00</b>	<b>200.00</b>
<b>Average Daily Attendance (ADA)</b>	<b>96.00</b>	<b>117.00</b>	<b>135.00</b>	<b>162.00</b>	<b>180.00</b>
<b>Average Daily Attendance %</b>	<b>80%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
<b>Percent change YOY</b>		<b>22%</b>	<b>15%</b>	<b>20%</b>	<b>11%</b>

STUDENT POPULATION	Data for following fiscal years must be based on reasonable estimates and projections.									
	2015	EYS 2015	2016	EYS 2016	2017	EYS 2017	2018	EYS 2018	2019	EYS 2019
<b>Special Education Data:</b>										
Number Enrolled in Homebound	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Hospital Class	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Speech Therapy	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Resource Room	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Self-Contained Mild/Mod/Sev	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Full-Time Early Childhood	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Off-Home Campus	-	-	-	-	-	-	-	-	-	-
Number Enrolled in VAC	-	-	-	-	-	-	-	-	-	-
Number Enrolled from State Schools	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Residential Care & Treatment	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Mainstream	20.00	-	22.00	-	25.00	-	30.00	-	34.00	-
Special Education Student Count (SPED)	20.00	-	22.00	-	25.00	-	30.00	-	34.00	-
Special Education Student Count %	16.67%	-	16.92%	-	16.67%	-	16.67%	-	17.00%	-
<b>Percent change YOY</b>			<b>10%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>20%</b>	<b>0%</b>	<b>13%</b>	<b>0%</b>
<b>Career and Technology (C&amp;T) Data:</b>	2015	Advanced C&T FTE 2015	2016	Advanced C&T FTE 2016	2017	Advanced C&T FTE 2017	2018	Advanced C&T FTE 2018	2019	Advanced C&T FTE 2019
Number Enrolled in One-hour Class	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Two-hour Class	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Three-hour Class	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Four-hour Class	120.00	-	125.00	-	135.00	-	150.00	-	165.00	-
Number Enrolled in Five-hour Class	-	-	-	-	-	-	-	-	-	-
Number Enrolled in Six-hour Class	-	-	-	-	-	-	-	-	-	-
Career & Technology Students Enrolled	120.00	-	125.00	-	135.00	-	150.00	-	165.00	-
% of Career & Technology Students	100.00%	-	96.15%	-	90.00%	-	83.33%	-	82.50%	-
<b>Percent change YOY</b>			<b>4%</b>	<b>0%</b>	<b>8%</b>	<b>0%</b>	<b>11%</b>	<b>0%</b>	<b>10%</b>	<b>0%</b>

	Data for following fiscal years must be based on reasonable estimates and projections.				
	2015	2016	2017	2018	2019
Number Gifted and Talented Students Enrolled	-	-	-	-	-
% of Gifted and Talented Students Enrolled	-	-	-	-	-
Number of Pregnancy Related Students	-	-	-	-	-
% of Pregnancy Related Students Enrolled	-	-	-	-	-
Number of Students Enrolled in Bilingual/ESL	-	-	-	-	-
% of Students Enrolled in Bilingual/ESL	-	-	-	-	-
Special Education Error Check	-	-	-	-	-
Career and Technology Error Check	-	-	-	-	-
Available School Fund ADA	-	-	-	-	-
Comensatory Education Enrollment	90.00	97.00	112.00	120.00	130.00

Transportation	2015	2016	2017	2018	2019
Regular Program Transportation Allotment	\$ -	\$ -	\$ -	\$ -	\$ -
Special Education Program Transportation Allotment	\$ -	\$ -	\$ -	\$ -	\$ -
Career and Technology Program Transportation Allotment	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transportation Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Percent change YOY</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>



SA Youth YouthBuild Academy Estimate of State Aid Entitlement Output Template Date 08/21/2013-Preliminary		TOTAL
Refined ADA	96.000	
HS ADA	96.000	
ASF ADA	0.000	
<b>SPECIAL EDUCATION FTE</b>		
Number Enrolled in Homebound	0.000	
Hospital Class	0.000	
Speech Therapy	0.000	
Resource Room	0.000	
Self-Contained Mild/Mod/Sev	0.000	
Full-Time Early Childhood	0.000	
Off-Home Campus	0.000	
VAC	0.000	
State Schools	0.000	
Residential Care & Treatment	0.000	
<b>TOTAL SPECIAL EDUCATION FTE</b>	<b>0.000</b>	
<b>TOTAL SPECIAL EDUCATION WEIGHTED FTE</b>	<b>0.000</b>	
Career & Technology FTEs	64.320	
Advanced Career & Technology FTES	0.000	
<b>Regular Program ADA</b>	<b>31.880</b>	
Mainstream ADA	16.000	
Gifted & Talented Enrollment	0.000	
Compensatory Ed Enrollment	90.000	
Pregnancy-related FTEs	0.000	
Bilingual ADA	0.000	
Adjusted GYA	0.9731	
<b>TOTAL WEIGHTED AVERAGE DAILY ATTENDANCE (WADA)</b>	<b>162.917</b>	
<b>FUNDING DATA:</b>		
State Average Basic Allotment	\$ 4,805	
State Average Adjusted Basic Allotment	\$ 5,078	
State Average Adjusted Allotment	\$ 6,152	
State Average DTR- Level II	0.05355	
State Average DTR- Level III	0.04686	
Available School Fund Rate	\$ -	
<b>FUNDING BREAKDOWN BY PROGRAM</b>		
Regular Program Block Grant	\$ 194,895	
Special Education Block Grant (Spend 52% of Amount as proposed)	\$ -	
Mainstream Special Education (Spend 52% of Amount as proposed)	\$ 108,276	
Residential Care & Treatment (Spend 52% of Amount as proposed)	\$ -	
State Schools (Spend 52% of Amount as proposed)	\$ -	
Extended Year Services Special Education (EYS) Grant (Spend 100% of Amount as proposed)	\$ -	
<b>TOTAL SPECIAL EDUCATION</b>	<b>\$ 108,276</b>	
Career & Technology Grant (Spend 58% of Amount as proposed)	\$ 534,190	
Gifted & Talented Op Grant (Spend 52% of Amount as proposed)	\$ -	
Regular Compensatory Ed (Spend 52% of Amount as proposed)	\$ 110,736	
Pregnancy Related Services Allocation (Spend 52% of Amount as proposed)	\$ -	
Military Allotment	\$ -	
Bilingual Education Block Grant (Spend 52% of Amount as proposed)	\$ -	
<b>TRANSPORTATION</b>		
Regular Program	\$ -	
Special Education	\$ -	
Career and Technology	\$ -	
<b>TOTAL TRANSPORTATION</b>	<b>\$ -</b>	
High School Allotment	\$ 28,400	
State Share of Tier I	\$ 974,497	
Tier II Level 1	\$ 61,659	
Tier II Level 2	\$ 28,747	
<b>TOTAL TIER II</b>	<b>\$ 90,406</b>	
<b>TOTAL FOUNDATION</b>	<b>\$ 1,064,903</b>	
<b>OTHER PROGRAMS</b>		
Staff Salary Allotment	\$ -	
Additional State Aid for Tax Reduction (ASATR)	\$ -	
<b>TOTAL OTHER PROGRAMS</b>	<b>\$ -</b>	
<b>TOTAL</b>	<b>\$ 1,064,903</b>	
<b>TOTAL AVAILABLE SCHOOL FUND (ASF) (May be zero in first year)</b>	<b>\$ -</b>	
<b>TOTAL FOUNDATION SCHOOL FUND (FSF)</b>	<b>\$ 1,064,903</b>	

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Please note estimates of state aid calculated during the school year are based on projected charter school and school district attendance estimates, estimated school district maintenance and operations (M&O) tax rates, and estimated tax collections. Estimation of state aid earned can be significantly impacted by factors that will not be known to the State Funding Division until the "Final" Summary of Finance (SOF) is calculated in April. It is strongly recommended that charter schools budget conservatively to accommodate these unexpected changes.

Extended Year Service	
Number Enrolled in Homebound	0.000
Hospital Class	0.000
Speech Therapy	0.000
Resource Room	0.000
Self-Contained Mild/Mod/Sev	0.000
Full-Time Early Childhood	0.000
Off-Home Campus	0.000
VAC	0.000
State Schools	0.000
Residential Care & Treatment	0.000
<b>TOTAL SPECIAL EDUCATION FTE</b>	<b>0.000</b>
<b>TOTAL SPECIAL EDUCATION WEIGHTED FTE</b>	<b>0.000</b>

1	2009-2010 HB1 Revenue Per WADA *0.9263	\$	4,604,638
2	2009-2010 State Average HB1 Revenue Per WADA*0.9263	\$	4,604,637
3	2013-2014 WADA		192,017
4	2013-2014 Base Target Revenue (Greater of Line 1 x Line 3 or Line 2 x Line 3)	\$	884,169
5	2013-2014 HB3646 Minimum Increase (Line 3 x \$120*0.9263)	\$	21,344
6	2013-2014 Minimum Revenue (Line 4 + Line 5)	\$	905,513
7	Transportation Adjustment	\$	-
8	2013-2014 New Instructional Facility Allotment	\$	-
9	2008-2009 Educator Salary Increase (\$23.63 x 2008-2009 WADA*0.9263)	\$	-
10	2013-2014 Adjusted Minimum Revenue (Line 6 + Line 7 + Line 8 + Line 9)	\$	905,513
11	2013-2014 Tier I State Aid	\$	974,497
12	Additional State Aid For Tax Reduction (If Line 11 < Line 10 Then Line 10 - Line 11)	\$	-
13	2013-2014 Revenue @ Compressed Tax Rate/RACR (Line 11 + Line 12)	\$	974,497
14	2013-2014 Revenue per WADA @ Compressed Tax Rate (RACR/WADA) (Line 13/Line3)	\$	5,075

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**SA Youth YouthBuild Academy**

**REVENUE AND EXPENSE ASSUMPTIONS**

2015      2016      2017      2018      2019      NOTES

REVENUE	
TOTAL STATE REVENUES	1,064,903.32
TOTAL FEDERAL REVENUES	20,000
TOTAL LOCAL & OTHER REVENUES	5,000
<b>TOTAL REVENUE</b>	<b>1,089,903.32</b>

Enter the % increase below for which the amount entered in column F should increase each year. Consider using the % changes in Enrollment Tab.					
0.00%	8.00%	15.00%	20.00%	11.00%	
0.00%	5.00%	5.00%	5.00%	5.00%	
0.00%	100.00%	50.00%	33.33%	25.00%	



**EXPENSES**

**PAYROLL TAXES AND BENEFITS**

Social Security	
Medicare	
State Unemployment	
Worker's Compensation Insurance	
Custom Other Tax #1	
Custom Other Tax #2	
Health Insurance	
Dental Insurance	
Vision Insurance	
Life Insurance	
Retirement Contribution	
Custom Fringe #1	
Custom Fringe #2	

**TOTAL PAYROLL TAXES AND BENEFITS**

**TOTAL PERSONNEL, TAX & BENEFIT EXPENSES**

**CONTRACTED SERVICES**

Accounting / Audit	4,500
Legal	-
Management Company Fee	-
Nurse Services	8,250
Food Service / School Lunch	-
Payroll Services	6,540
Special Ed Services	-
Titlement Services (i.e. Title I)	-
Elective Instructors	21,000
Consultants/Coaches	30,000
Admin/Management Services	86,592
<b>TOTAL CONTRACTED SERVICES</b>	

For each line item in the Payroll, Taxes & Benefits section enter the % of Total Payroll that line item should represent

6.20%	6.20%	6.20%	6.20%	6.20%
1.45%	1.45%	1.45%	1.45%	1.45%
2.00%	2.00%	2.00%	2.00%	2.00%
2.00%	2.00%	2.00%	2.00%	2.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%
2.00%	2.00%	2.00%	2.00%	2.00%
1.50%	1.50%	1.50%	1.50%	1.50%
1.00%	1.00%	1.00%	1.00%	1.00%
1.00%	1.00%	1.00%	1.00%	1.00%
1.50%	1.50%	1.50%	1.50%	1.50%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%

Will contribute to Social Security

Will also contribute to TRS at lower rate

Enter the % increase below for which the amount entered in column F should increase each year.

0.00%	8.00%	15.00%	20.00%	11.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	8.00%	15.00%	20.00%	11.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	8.00%	15.00%	20.00%	11.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	8.00%	15.00%	20.00%	11.00%
0.00%	8.00%	15.00%	20.00%	11.00%
0.00%	8.00%	15.00%	20.00%	11.00%





**SA Youth YouthBuild Academy  
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

<b>SUMMARY</b>					
Total Revenue	1,089,903	1,181,096	1,359,660	1,630,284	1,811,026
Total Expenses	1,061,024	1,136,681	1,241,573	1,525,304	1,606,759
Net Operating Income (before Depreciation)	28,879	44,415	118,086	104,980	204,267
Revenue Per Pupil	9,083	9,085	9,064	9,057	9,055
Expenses Per Pupil	8,842	8,744	8,277	8,474	8,034
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	2015	2016	2017	2018	2019

Description of Assumptions and Variances

<b>REVENUE</b>					
TOTAL STATE REVENUES	\$ 1,064,903	\$ 1,150,096	\$ 1,322,610	\$ 1,587,132	\$ 1,761,716
TOTAL FEDERAL REVENUES	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153	\$ 24,310
TOTAL LOCAL & OTHER REVENUES	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 24,999
TOTAL REVENUE	\$ 1,089,903	\$ 1,181,096	\$ 1,359,660	\$ 1,630,284	\$ 1,811,026

**EXPENSES****ADMINISTRATIVE STAFF PERSONNEL COSTS**

Executive Management	85,000	87,550	90,177	92,882	95,668
Instructional Management	65,000	66,950	68,959	71,027	73,158
Deans, Directors & Coordinators	-	-	-	-	-
CFO / Director of Finance	58,000	59,740	61,532	63,378	65,280
Operation / Business Manager	-	-	-	-	-
Administrative Staff	102,000	105,060	108,212	111,458	114,802
Other - Administrative	-	-	-	-	-
<b>TOTAL ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	<b>\$ 310,000</b>	<b>\$ 319,300</b>	<b>\$ 328,879</b>	<b>\$ 338,745</b>	<b>\$ 348,908</b>

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	176,000	181,280	186,718	288,480	297,134
Teachers - SPED	42,000	43,260	44,558	45,895	47,271
Substitute Teachers	-	-	-	-	-
Teaching Assistants	-	-	-	-	-
Specialty Teachers	-	-	-	-	-
Aides	-	25,709	52,960	109,098	112,371
Therapists & Counselors	-	-	-	-	-
Other - Instructional	-	-	-	-	-
<b>TOTAL INSTRUCTIONAL PERSONNEL COSTS</b>	<b>\$ 218,000</b>	<b>\$ 250,249</b>	<b>\$ 284,236</b>	<b>\$ 443,472</b>	<b>\$ 456,776</b>

2 additional instructors added in Years 4 and 5

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	-	-	-	-	-
Librarian	-	-	-	-	-
Custodian	-	-	-	-	-
Security	-	-	-	-	-
Other - Non-Instructional	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL PERSONNEL COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**TOTAL PERSONNEL EXPENSES**

<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 528,000</b>	<b>\$ 569,549</b>	<b>\$ 613,115</b>	<b>\$ 782,218</b>	<b>\$ 805,684</b>
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**PAYROLL TAXES AND BENEFITS**

Social Security	32,796	35,312	38,013	48,497	49,952
Medicare	7,656	8,258	8,890	11,342	11,682
State Unemployment	10,560	11,391	12,262	15,644	16,114
Worker's Compensation Insurance	10,560	11,391	12,262	15,644	16,114
Custom Other Tax #1	-	-	-	-	-
Custom Other Tax #2	-	-	-	-	-
Health Insurance	10,560	11,391	12,262	15,644	16,114
Dental Insurance	7,920	8,543	9,197	11,733	12,085
Vision Insurance	5,280	5,695	6,131	7,822	8,057
Life Insurance	5,280	5,695	6,131	7,822	8,057
Retirement Contribution	7,920	8,543	9,197	11,733	12,085
Custom Fringe #1	-	-	-	-	-
Custom Fringe #2	-	-	-	-	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	<b>\$ 98,472</b>	<b>\$ 106,221</b>	<b>\$ 114,346</b>	<b>\$ 145,884</b>	<b>\$ 150,260</b>

**TOTAL PERSONNEL TAX & BENEFIT EXPENSES**

<b>TOTAL PERSONNEL TAX &amp; BENEFIT EXPENSES</b>	<b>\$ 626,472</b>	<b>\$ 675,770</b>	<b>\$ 727,461</b>	<b>\$ 928,101</b>	<b>\$ 955,944</b>
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**CONTRACTED SERVICES**

Accounting / Audit	4,500	4,860	5,589	6,707	7,445
Legal	-	-	-	-	-
Management Company Fee	-	-	-	-	-
Nurse Services	8,250	8,910	10,247	12,296	13,648
Food Service / School Lunch	-	-	-	-	-
Payroll Services	6,540	7,063	8,123	9,747	10,819
Special Ed Services	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-
Elective Instructors	21,000	22,680	26,082	31,298	34,741
Consultants/Coaches	30,000	32,400	37,260	44,712	49,630
Admin/Management Services	86,592	93,519	107,547	129,057	143,253
<b>TOTAL CONTRACTED SERVICES</b>	<b>\$ 156,882</b>	<b>\$ 169,433</b>	<b>\$ 194,847</b>	<b>\$ 233,817</b>	<b>\$ 259,537</b>

**SCHOOL OPERATIONS**

Board Expenses	12,000	12,000	12,000	12,000	12,000
Classroom / Teaching Supplies & Materials	12,000	12,960	14,904	17,885	19,852
Special Ed Supplies & Materials	6,000	6,480	7,452	8,942	9,926
Textbooks / Workbooks	5,000	5,400	6,210	7,452	8,272
Supplies & Materials other	30,000	32,400	37,260	44,712	49,630
Equipment / Furniture	5,400	5,670	5,954	8,930	9,377
Telephone	900	900	900	900	900
Technology	3,700	3,996	4,595	5,514	6,121
Student Testing & Assessment	4,500	4,860	5,589	6,707	7,445
Field Trips	6,000	6,480	7,452	8,942	9,926
Transportation (student)	3,000	3,240	3,726	4,471	4,963
Student Services - other	1,800	1,944	2,236	2,683	2,978
Office Expense	2,480	2,678	3,080	3,696	4,103
Staff Development	10,500	10,500	10,500	10,500	10,500
Staff Recruitment	2,000	2,160	2,484	2,981	3,309
Student Recruitment / Marketing	5,000	5,500	6,600	7,260	7,986
School Meals / Lunch	-	-	-	-	-
Travel (Staff)	1,440	1,440	1,440	1,440	1,440
Fundraising	-	-	-	-	-
Dues and Memberships	1,500	1,620	1,863	2,236	2,482
Bank/Credit Card Fees	250	250	250	250	250
Custom Operations #3	-	-	-	-	-
<b>TOTAL SCHOOL OPERATIONS</b>	<b>\$ 113,470</b>	<b>\$ 120,478</b>	<b>\$ 134,495</b>	<b>\$ 157,502</b>	<b>\$ 171,459</b>

**FACILITY OPERATION & MAINTENANCE**

Insurance	25,000	25,000	25,000	25,000	25,000
Janitorial Services	6,000	6,000	6,000	6,000	6,000
Building and Land Rent / Lease	26,000	26,000	26,000	26,000	26,000
Repairs & Maintenance	4,200	4,200	4,200	4,200	4,200
Security Services	-	-	-	-	-
Utilities	18,000	18,000	18,000	18,000	18,000
Custom Facilities Operations #1	-	-	-	-	-
Custom Facilities Operations #2	-	-	-	-	-
Custom Facilities Operations #3	-	-	-	-	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>\$ 79,200</b>	<b>\$ 79,200</b>	<b>\$ 79,200</b>	<b>\$ 79,200</b>	<b>\$ 79,200</b>
<b>RESERVES / CONTINGENCY</b>	<b>85,000</b>	<b>91,800</b>	<b>105,570</b>	<b>126,684</b>	<b>140,619</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,061,024</b>	<b>\$ 1,136,681</b>	<b>\$ 1,241,573</b>	<b>\$ 1,525,304</b>	<b>\$ 1,606,759</b>
<b>NET OPERATING INCOME (before Depreciation)</b>	<b>\$ 28,879</b>	<b>\$ 44,415</b>	<b>\$ 118,086</b>	<b>\$ 104,980</b>	<b>\$ 204,267</b>
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING INCOME (including Depreciation)</b>	<b>\$ 28,879</b>	<b>\$ 44,415</b>	<b>\$ 118,086</b>	<b>\$ 104,980</b>	<b>\$ 204,267</b>

**SA Youth YouthBuild Academy  
PROJECTED START-UP BUDGET / OPERATING PLAN  
FOR INITIAL CHARTER PERIOD**

<b>SUMMARY</b>	
Total Revenue	350,000
Total Expenses	332,440
Net Operating Income (before Depreciation)	17,560

Description of Assumptions and Variances

Start-Up Period
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<b>REVENUE</b>	
TOTAL STATE REVENUES	\$ -
TOTAL FEDERAL REVENUES	\$ -
TOTAL LOCAL & OTHER REVENUES	\$ 350,000
TOTAL REVENUE	\$ 350,000

SA Youth will raise \$350,000 in planning grants from private funders



**EXPENSES****ADMINISTRATIVE STAFF PERSONNEL COSTS**

Executive Management	35,416
Instructional Management	21,667
Deans, Directors & Coordinators	-
CFO / Director of Finance	19,333
Operation / Business Manager	-
Administrative Staff	8,500
Other - Administrative	-

Will start April 2015

Will start May 2015

Will start May 2015

Enrollment, PEIMS, &amp; Testing will start In July

**TOTAL ADMINISTRATIVE STAFF PERSONNEL COSTS****\$ 84,916****INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	7,333
Teachers - SPED	3,500
Substitute Teachers	-
Teaching Assistants	-
Specialty Teachers	-
Aides	-
Therapists & Counselors	-
Other - Instructional	-

4 Instructors - all will start August 1

Will start In July - Special Education Coordinator

**TOTAL INSTRUCTIONAL PERSONNEL COSTS****\$ 10,833****NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	-
Librarian	-
Custodian	-
Security	-
Other - Non-Instructional	-

**TOTAL NON-INSTRUCTIONAL PERSONNEL COSTS****\$ -****TOTAL PERSONNEL EXPENSES****\$ 95,749****PAYROLL TAXES AND BENEFITS**

Social Security	5,936
Medicare	1,388
State Unemployment	1,915
Worker's Compensation Insurance	1,915
Custom Other Tax #1	-
Custom Other Tax #2	-
Health Insurance	1,915
Dental Insurance	1,436
Vision Insurance	957
Life Insurance	957
Retirement Contribution	1,436
Custom Fringe #1	-
Custom Fringe #2	-

**TOTAL PAYROLL TAXES AND BENEFITS****\$ 17,857****TOTAL PERSONNEL, TAX & BENEFIT EXPENSES****\$ 113,606****CONTRACTED SERVICES**

Accounting / Audit	-
Legal	5,000
Management Company Fee	-
Nurse Services	-
Food Service / School Lunch	-
Payroll Services	2,044
Special Ed Services	-
Titelment Services (i.e. Title I)	-
Elective Instructors	-
Consultants/Coaches	15,000
Admin/Management Services	1,400

Background check fees for board and staff

**TOTAL CONTRACTED SERVICES****\$ 23,444**

**SCHOOL OPERATIONS**

Board Expenses	2,000
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	2,400
Equipment / Furniture	41,910
Telephone	375
Technology	73,200
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	3,405
Staff Development	2,500
Staff Recruitment	3,000
Student Recruitment / Marketing	1,500
School Meals / Lunch	-
Travel (Staff)	400
Fundraising	-
Dues and Memberships	1,500
Bank/Credit Card Fees	150
Custom Operations #3	-
<b>TOTAL SCHOOL OPERATIONS</b>	<b>\$ 132,340</b>

One-Time Costs, not monthly

\$70,350 of amount reflects one-time costs, not monthly

**FACILITY OPERATION & MAINTENANCE**

Insurance	1,800
Janitorial Services	-
Building and Land Rent / Lease	12,500
Repairs & Maintenance	-
Security Services	-
Utilities	3,750
Custom Facilities Operations #1	-
Custom Facilities Operations #2	-
Custom Facilities Operations #3	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>\$ 18,050</b>

**RESERVES / CONTINGENCY**

	45,000
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Start-Up Operating costs, not including one-time costs = \$175,181

**TOTAL EXPENSES**

	\$ 332,440
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**NET OPERATING INCOME (before Depreciation)**

	\$ 17,560
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**DEPRECIATION & AMORTIZATION**

	-
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**NET OPERATING INCOME (including Depreciation)**

	\$ 17,560
--	-----------

Total FSP from latest Summary of Finances (SOF)	\$	1,064,903	
Prior Year Settle-Up or Audit Adjustments from FSP Ledger	\$	-	
Current Year FSP Payments Year to Date from FSP Ledger	\$	-	
FSP Remaining Balance	\$	1,064,903	
Number of Remaining FSP Payments	\$	12	
Remaining Balance to be Paid this Month		8.3%	
Payment	\$	88,387	

Payment Month	Remaining Payments	% of Unpaid Balance	Estimated Payments Schedule
September	12	8.3%	\$ 88,387
October	11	9.1%	\$ 88,863
November	10	10.1%	\$ 89,653
December	9	11.1%	\$ 88,578
January	8	12.4%	\$ 87,968
February	7	14.4%	\$ 89,489
March	6	16.6%	\$ 88,306
April	5	19.9%	\$ 88,288
May	4	25.1%	\$ 89,198
June	3	33.2%	\$ 88,369
July	2	49.7%	\$ 88,368
August	1	100.0%	\$ 89,435
			\$ 1,064,903

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SA Youth YouthBuild Academy  
 PROJECTED START-UP BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

**SUMMARY**

Total Revenue	150,000	50,000	150,000	-	-	-	350,000
Total Expenses	26,857	37,765	31,350	143,349	93,080	-	332,440
Net Operating Income (before Depreciation)	123,103	12,235	118,650	(143,349)	(93,080)	-	17,560
CASH FLOW ADJUSTMENTS	-	-	-	-	-	-	-
BEGINNING CASH BALANCE (cash and cash equivalents)	30,000	153,103	165,338	283,989	140,640	47,560	-
ENDING CASH BALANCE (cash and cash equivalents)	153,103	165,338	283,989	140,640	47,560	47,560	-

Enter the months period prior to opening day of school.

**REVENUE**

TOTAL STATE REVENUES	-	-	-	-	-	-	-
TOTAL FEDERAL REVENUES	-	-	-	-	-	-	-
TOTAL LOCAL & OTHER REVENUES	150,000	50,000	150,000	-	-	-	350,000
TOTAL REVENUE	150,000	50,000	150,000	-	-	-	350,000

CHECK vs Budget  
(Must Be Zero)

150,000	50,000	150,000	-	-	-	350,000
26,857	37,765	31,350	143,349	93,080	-	332,440
123,103	12,235	118,650	(143,349)	(93,080)	-	17,560
-	-	-	-	-	-	-
30,000	153,103	165,338	283,989	140,640	47,560	-
153,103	165,338	283,989	140,640	47,560	47,560	-
April	May	June	July	August	Enter Month	TOTAL

Description of Assumptions and Variances

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**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

Executive Management	7,083	7,083	7,083	7,084	-	35,416
Instructional Management	5,417	5,417	5,417	5,416	-	21,667
Deans, Directors & Coordinators	-	-	-	-	-	-
CFO / Director of Finance	4,833	4,833	4,833	4,834	-	19,333
Operation / Business Manager	-	-	-	-	-	-
Administrative Staff	-	-	4,250	4,250	-	8,500
Other - Administrative	-	-	-	-	-	-
<b>TOTAL ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	<b>7,083</b>	<b>17,333</b>	<b>17,333</b>	<b>21,543</b>	<b>21,544</b>	<b>84,916</b>

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	-	-	-	7,333	-	7,333
Teachers - SPED	-	-	1,750	1,750	-	3,500
Substitute Teachers	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-
Aides	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-
Other - Instructional	-	-	-	-	-	-
<b>TOTAL INSTRUCTIONAL PERSONNEL COSTS</b>	<b>-</b>	<b>-</b>	<b>1,750</b>	<b>9,083</b>	<b>9,083</b>	<b>10,833</b>

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	-	-	-	-	-	-
Librarian	-	-	-	-	-	-
Custodian	-	-	-	-	-	-
Security	-	-	-	-	-	-
Other - Non-Instructional	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL PERSONNEL COSTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**TOTAL PERSONNEL EXPENSES**

<b>TOTAL PERSONNEL EXPENSES</b>	<b>7,083</b>	<b>17,333</b>	<b>17,333</b>	<b>27,333</b>	<b>30,667</b>	<b>95,749</b>
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**PAYROLL TAXES AND BENEFITS**

Social Security	439	1,075	1,447	1,901	-	5,936
Medicare	103	251	336	445	-	1,388
State Unemployment	142	347	467	613	-	1,915
Worker's Compensation Insurance	142	347	467	613	-	1,915
Custom Other Tax #1	-	-	-	-	-	-
Custom Other Tax #2	142	347	467	613	-	1,915
Health Insurance	106	260	350	460	-	1,436
Dental Insurance	71	173	233	307	-	957
Vision Insurance	71	173	233	307	-	957
Life Insurance	106	260	350	460	-	1,436
Retirement Contribution	-	-	-	-	-	-
Custom Fringe #1	-	-	-	-	-	-
Custom Fringe #2	-	-	-	-	-	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	<b>1,321</b>	<b>3,233</b>	<b>4,332</b>	<b>5,719</b>	<b>5,719</b>	<b>17,857</b>

**TOTAL PERSONNEL TAX & BENEFIT EXPENSES**

<b>TOTAL PERSONNEL TAX &amp; BENEFIT EXPENSES</b>	<b>8,404</b>	<b>20,566</b>	<b>20,566</b>	<b>27,685</b>	<b>36,386</b>	<b>113,606</b>
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**CONTRACTED SERVICES**

Accounting / Audit	-	-	-	-	-	-
Legal	2,500	2,500	-	-	-	5,000
Management Company Fee	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-
Payroll Services	408	409	409	409	-	2,044
Special Ed Services	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-
Elective Instructors	3,000	3,000	3,000	3,000	-	15,000
Consultants/Coaches	1,000	100	160	160	-	1,400
Admin/Management Services	6,908	5,989	3,569	3,469	-	23,644
<b>TOTAL CONTRACTED SERVICES</b>	<b>10,816</b>	<b>11,958</b>	<b>10,538</b>	<b>10,038</b>	<b>10,038</b>	<b>39,092</b>

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**SA Youth YouthBuild Academy  
YEAR ONE PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

CHECK vs. Budget  
(Must Be Zero)

	September	October	November	December	January	February	March	April	May	June	July	August	TOTAL
95,054	90,530	91,320	90,245	89,635	89,973	91,156	89,973	89,955	90,865	90,036	90,035	91,103	1,089,903
105,048	85,798	87,298	86,173	87,898	85,048	87,048	85,048	85,798	90,898	86,048	85,797	87,172	1,063,024
(9,994)	4,732	4,022	4,072	1,737	3,925	4,108	3,925	4,157	(33)	3,988	4,238	3,931	26,879
47,560	37,565	42,297	46,319	50,390	52,127	56,235	56,235	60,160	64,283	64,283	68,271	71,508	
37,565	42,297	46,319	50,390	52,127	56,235	56,235	60,160	64,316	64,283	64,271	71,508	76,439	
\$ 84,387	\$ 84,863	\$ 89,033	\$ 88,578	\$ 87,968	\$ 89,208	\$ 89,489	\$ 89,906	\$ 89,208	\$ 89,198	\$ 89,389	\$ 89,968	\$ 89,438	\$ 1,064,903
\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 19,000
\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
\$ 95,054	\$ 90,530	\$ 91,320	\$ 90,245	\$ 89,635	\$ 89,973	\$ 91,156	\$ 89,973	\$ 89,955	\$ 90,865	\$ 90,036	\$ 90,035	\$ 91,103	\$ 1,089,903

Description of Assumptions and Variances

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adjusted for rounding

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Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment F.4. Budget Narrative



## **SA Youth YouthBuild Academy Budget Narrative**

**Start-Up Period:** While planning will continue through review into 2015, SA Youth YouthBuild Academy's actual start-up period will begin April 1, 2015 and continue for five months through August 2015. We are not assuming State funds will be available for this period. We are, therefore, anticipating raising \$350,000 to meet the needs of the Start-Up Plan. We are confident that the needed monies will be raised primarily through grants from private foundations. Several funders in the San Antonio area have either shifted focus to or added support of education through charter schools to their objectives. Each of these funders is a supporter of SA Youth programs. The CEO has already approached them to discuss our plans for transitioning the YouthBuild program's dropout recovery component to a charter school and has received very favorable feedback. Over our 30 year history, SA Youth has been successful in raising operational funds through Board-led special events as well as special campaigns.

Some Start-Up expense areas that may require additional explanation are detailed below.

Personnel - the Principal, who was hired during the planning period, will begin the selection process for the other two leadership team members in April – the Instructional Director and the Business Manager for Finance – both of whom will begin in May. Recruitment and selection for the remainder of the Academy staff will continue through mid-June with the Enrollment Coordinator, PEIMS Coordinator, Testing/Placement Coordinator, and the Special Education Coordinator all beginning in July. The four Classroom Instructors will all begin in August. These positions were determined based on the structure of our educational program.

Contracted services will include: the planning consultant; a coach/mentor from a national YouthBuild partner program that also began a charter school to work with the Principal; a legal consultant to advise the Board Policies Committee on by-law and personnel policy updates; and Human Resource-related functions such as payroll service fees, background checks, and criminal history checks (for both staff and board).

Professional development will be provided for both the Board of Directors as a whole and for all Academy staff in both team settings and individualized sessions tailored to each position.

To ensure the school is fully operational at Year One Opening, all equipment, furniture, and technology needs will be met during the start-up period. This includes:

- 30 classroom computers (10 desktops and 20 Chromebooks) for 2 classrooms – 60 total, purchase and software/network set up
- 2 laptop secure storage/charging carts for the classrooms
- 2 network printers for classrooms
- 7 computers & printers for leadership and administrative staff – 4 laptops and 3 desktops, purchase and software/network set up
- Phones compatible with existing agency VOiP system – 6 class and training rooms and 7 office, purchase and installation
- 4 desktop workstations for classroom instructors, purchase and software/network set up)

- Projectors and screens – 5 instructional (installed), and 1 for staff training (portable), purchase and installation
- Furniture (desks, chairs, storage) for 2 classrooms, 2 instructional labs, 1 training room, and 7 offices.
- Lease for industrial network copier
- All wiring and installation, internet service (including phones operating on data lines), and web page development (student portal) are also included

Facilities expenses include office rent, utilities, and insurance for the space used by Academy staff during the start-up period.

All purchases and contracts will adhere to SA Youth’s policies and procedures for obtaining bids and proper approval levels.

At the end of the start-up period, we anticipate having \$47,560 in cash in the Academy operating account - \$30,000 allocated by the parent organization from our initial planning period and \$17,560 in net operating. We will also have \$45,000 in reserves. We can also draw from our \$300,000 line of credit with Plains Capital Bank should revenue projections not be met before Year One begins.

**Year One (Opening):** SA Youth has developed a reasonable budget to support program operations as planned in the Response Narrative. Our revenue projections are based on our expected enrollment in Year One. We plan to serve 120 students and have assumed an ADA of 80%. We estimate that 20 of these students will be Special Education enrolled in mainstream. All 120 of our students will be enrolled in a four-hour Career & Technology class. While we expect all our students will qualify under Compensatory Education Enrollment, as each has not only dropped out of high school but has most likely not passed to the next grade level at some point in his/her educational history, we still only estimated 75% for budgeting purposes. Based on this information, it is estimated that SA Youth will receive \$1,064,903.32 in State Revenues during Year One. We also anticipate receiving some Federal funds (\$20,000) and raising \$5,000 through private individual donations.

Some Year One expense areas that may require additional explanation are detailed below.

Personnel & Related: The same staff positions listed above are included for the entire year with corresponding taxes and benefits.

Contracted Services allows for: consultants/coaches to continue through Year One; instructors for elective classes; payroll service fees; nurse services as required; audit fees; and 8% of administrative fees for SA Youth back office services.

Professional Development has been budgeted for both Board members and Academy personnel to ensure that the governing board, the school board, the Superintendent, and the Principal all receive the mandatory 12 hours of training per year. Additional monies have been allotted per person for instructional staff as well as support staff.

Curriculum: While the amount budgeted is an estimate for PLATO licenses, it is comparable to other services should another be selected by Academy leadership.

Equipment, Furniture, and Technology for Year One are recurring costs for the copy machine lease, internet service, and the Phone Blast system.

Recruitment dollars are included as well. While SA Youth does not anticipate staff turnover during Year One, we have budgeted for the possible need to recruit. Student recruitment is included since the Academy accepts students throughout the year.

Facility: SA Youth will purchase the entire 61,000 square foot building. The Academy will then pay rent at \$2/sq ft for the 13,000 square feet of space to be used for the school. This space will be newly renovated and will boast instructional space of two large classrooms for the cohorts, four smaller classrooms for electives and breakout sessions, a fitness center with locker rooms, and career training areas for culinary, child development, and technology (construction workshop is another wing). Other Academy spaces include staff offices, a dining hall, a counseling center, a copy room, an enrollment center, and restrooms. Additional facility costs include janitorial services, repairs & maintenance (budgeted minimally since newly renovated space), utilities (estimation based on historical amount for another SA Youth facility of similar size), and insurance.

SA Youth has open grants for several city, state and federal agencies. SA Youth has successfully managed grants and contracts from Housing and Urban Development, Health and Human Services, Department of Education, Department of Labor, Texas Parks and Wildlife Department, Texas Education Agency, and City of San Antonio, among others. All programs have undergone single audit reviews without issues. Because we manage so many complex programs, SA Youth has successfully delineated both programmatic and fiscal functions.

SA Youth is an automated agency with systems that enable us to record, track and disseminate program and fiscal information efficiently and effectively (QuickBooks Online currently in use). For the charter school, the agency CEO/Superintendent and the Academy Principal will choose a software program for accounting and PEIMS (either WebSmart by JR3 or TXEIS through the Region 20 ESC), as recommended by the Finance Manager after further investigation during the planning and start-up periods.

SA Youth has developed a strong internal and external auditing and accounting system which is compliant with OMB Circular A-133. Our independent audit occurs within 120 days following the close of our fiscal year and conforms to GAAP and FASB requirements. The independent auditor, selected by the Board of Directors each year, prepares the audited financial statements, audit report and our IRS 990 for the Board, funders and stakeholders. The Finance Manager will work with the agency CFO and Board Finance Committee to amend SA Youth's existing Financial Policies and Procedures to include required charter-school specific policies.



Jack M. Roney  
Senior Vice President

March 26, 2014

Cynthia Le Monds  
SA Youth  
P.O. Box 7844  
San Antonio, Texas 78207

Ms. Le Monds,

Please be advised PlainsCapital Bank provides SA Youth lines of credit in the aggregate amount of \$300,000. The lines are fully available to support programs and day to day operations.

Should you have any further questions please feel free to call me direct at (210) 321-3315.

Sincerely,

Jack M. Roney  
Senior Vice President  
PlainsCapital Bank

tel 210.321.3315 fax 877.379.6161  
jroney@plainscapital.com  
www.plainscapital.com  
70 North East Loop 410, Suite 100  
San Antonio, Texas 78216  
NMLS#820973

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment G.1. Board Policies

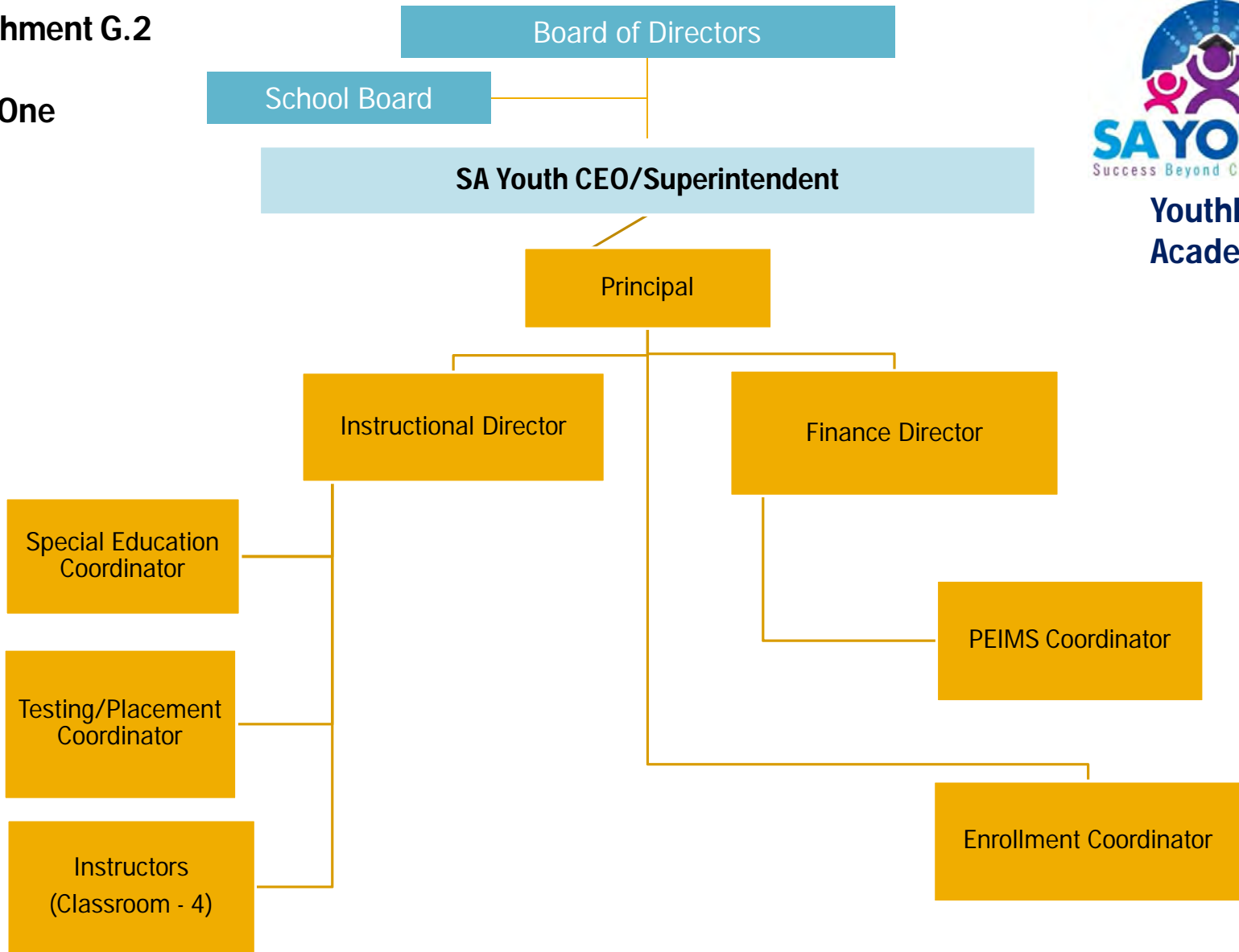


Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment G.2. Organization Charts

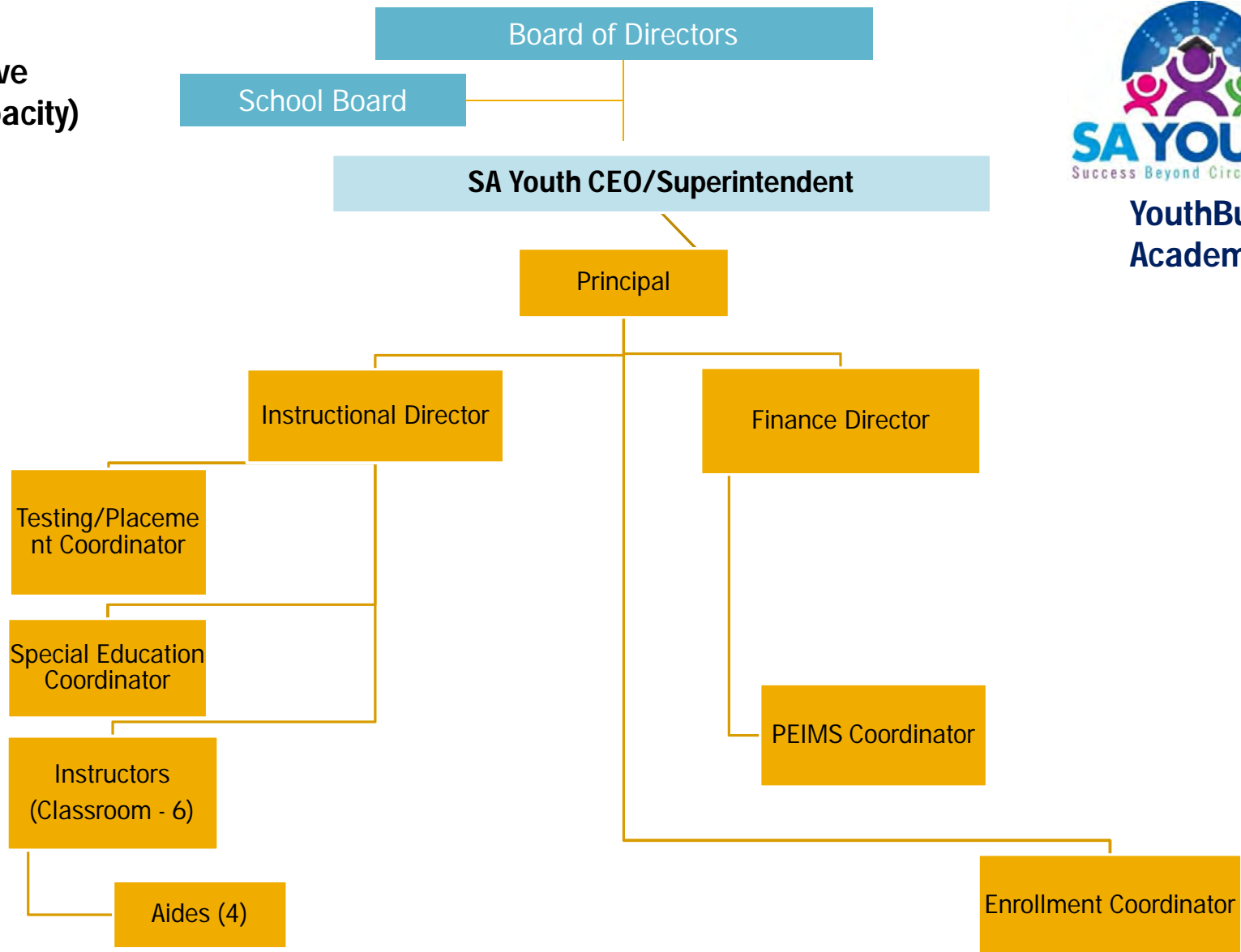
Attachment G.2

Year One



Success Beyond Circumstance

Year Five  
(At Capacity)



Success Beyond Circumstance

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment G.3. Ethics and COI Policies

## **ATTACHMENT G.3**

**SA Youth will adopt the Texas Association of School Boards Code of ethics presented below and the Conflict of interest guidelines from the Charter Schools Tools agency. The guidelines will be proposed and voted on at the next regularly scheduled board meeting following notification of award.**

### **Ethics for School Board Members**

As a member of the Board, I shall promote the best interests of the SA Youth YouthBuild Academy as a whole and, to that end, shall adhere to the following ethical standards:

#### **Equity in attitude**

- I will be fair, just, and impartial in all my decisions and actions.
- I will accord others the respect I wish for myself.
- I will encourage expressions of different opinions and listen with an open mind to others' ideas.

#### **Trustworthiness in stewardship**

- I will be accountable to the public by representing SA Youth YouthBuild Academy policies, programs, priorities and progress accurately.
- I will be responsive to the community by seeking its involvement in SA Youth YouthBuild Academy affairs and by communicating its priorities and concerns.
- I will work to ensure prudent and accountable use of SA Youth YouthBuild Academy resources.
- I will make no personal promise or take private action that may compromise my performance of my responsibilities.

#### **Honor in conduct**

- I will tell the truth.
- I will share my views while working for consensus.
- I will respect the majority decision as the decision of the Board.
- I will base my decisions on fact rather than supposition, opinion, or public favor.

#### **Integrity of character**

- I will refuse to surrender judgment to any individual or group at the expense of the SA Youth YouthBuild Academy as a whole.
- I will consistently uphold all applicable laws, rules, policies, and governance procedures.
- I will keep confidential information that is privileged by law or that will needlessly harm the SA Youth YouthBuild Academy if disclosed.



## **Commitment to service**

- I will focus my attention on fulfilling the Board's responsibilities of goal setting, policymaking, and evaluation.
- I will diligently prepare for and attend Board meetings.
- I will seek continuing education that will enhance my ability to fulfill my duties effectively.

## **Student-centered focus**

- I will be continuously guided by what is best for all students of the SA Youth YouthBuild Academy.

# **Conflict of Interest Policies**

## **Article I Purpose**

The purpose of the conflict of interest policy is to protect SA Youth YouthBuild Academy's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

## **Article II Definitions**

### **1. Interested Person**

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

### **2. Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest, other than de minimis, in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest, other than de minimis, in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

## **Article III Procedures**

### **1. Duty to Disclose**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of a financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

### **2. Determining Whether a Conflict of Interest Exists**

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Notwithstanding anything herein, a conflict of interest shall not exist and no review or action by any governing board or committee shall be necessary for one or more grants in an aggregate amount of Five Thousand Dollars (\$5,000) or less in any single calendar year, from the Organization to an organization that is tax exempt under Section 501(c)(3) of the Internal Revenue Code, where a financial interest as described herein exists.

### 3. Procedures for Addressing a Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

### 4. Violations of the Conflicts of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### Article IV Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing boards or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Article V Compensation

- a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c. A voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### Article VI Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

#### Article VII Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### Article VIII Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.1. Calendar and Schedule



# **Attachment O.1**

## **Academic Calendar**

### **Sample Daily/Weekly Schedule**

# SA Youth YouthBuild Academy

2015-2016 Calendar

Jul-15								Aug-15								Sep-15								Oct-15								Nov-15								Dec-15							
W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S
27			1	2	3	4	31							1	36			1	2	3	4	5	40					1	2	3	45	1	2	3	4	5	6	7	49			1	2	3	4	5	
28	5	6	7	8	9	10	11	32	2	3	4	5	6	7	8	37	6	7	8	9	10	11	12	41	4	5	6	7	8	9	10	46	8	9	10	11	12	13	14	50	6	7	8	9	10	11	12
29	12	13	14	15	16	17	18	33	9	10	11	12	13	14	15	38	13	14	15	16	17	18	19	42	11	12	13	14	15	16	17	47	15	16	17	18	19	20	21	51	13	14	15	16	17	18	19
30	19	20	21	22	23	24	25	34	16	17	18	19	20	21	22	39	20	21	22	23	24	25	26	43	18	19	20	21	22	23	24	48	22	23	24	25	26	27	28	52	20	21	22	23	24	25	26
31	26	27	28	29	30			35	23	24	25	26	27	28	29	40	27	28	29	30				44	25	26	27	28	29	30	31	49	29	30						53	27	28	29	30	31		
								36	30	31																																					

Jan-16								Feb-16								Mar-16								Apr-16								May-16								Jun-16							
W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S
53						1	2	5		1	2	3	4	5	6	9			1	2	3	4	5	13						1	2	18	1	2	3	4	5	6	7	22				1	2	3	4
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2	10	11	12	13	14	15	16	7	14	15	16	17	18	19	20	11	13	14	15	16	17	18	19	15	10	11	12	13	14	15	16	20	15	16	17	18	19	20	21	24	12	13	14	15	16	17	18
3	17	18	19	20	21	22	23	8	21	22	23	24	25	26	27	12	20	21	22	23	24	25	26	16	17	18	19	20	21	22	23	21	22	23	24	25	26	27	28	25	19	20	21	22	23	24	25
4	24	25	26	27	28	29	30	9	28	29						13	27	28	29	30	31			17	24	25	26	27	28	29	30	22	29	30	31					26	26	27	28	29	30		
5	31																																														

Jul-16								Aug-16								Sep-16								Oct-16								Nov-16								Dec-16								
W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	W	S	M	T	W	T	F	S	
26						1	2	31		1	2	3	4	5	6	35						1	2	3	39							1	44			1	2	3	4	5	48					1	2	3
27	3	4	5	6	7	8	9	32	7	8	9	10	11	12	13	36	4	5	6	7	8	9	10	40	2	3	4	5	6	7	8	45	6	7	8	9	10	11	12	49	4	5	6	7	8	9	10	
28	10	11	12	13	14	15	16	33	14	15	16	17	18	19	20	37	11	12	13	14	15	16	17	41	9	10	11	12	13	14	15	46	13	14	15	16	17	18	19	50	11	12	13	14	15	16	17	
29	17	18	19	20	21	22	23	34	21	22	23	24	25	26	27	38	18	19	20	21	22	23	24	42	16	17	18	19	20	21	22	47	20	21	22	23	24	25	26	51	18	19	20	21	22	23	24	
30	24	25	26	27	28	29	30	35	28	29	30	31				39	25	26	27	28	29	30		43	23	24	25	26	27	28	29	48	27	28	29	30				52	25	26	27	28	29	30	31	
31	31																							44	30	31																						

- Legend:
- Student Semester Breaks
  - Mission University/Student Holiday
  - Trimester Start / End
  - Teacher workdays/student holidays
  - Staff and student holiday
  - Mental Toughness (new students only)

## Academic Calendar 2015-2016

### Fall Cohort 2015      60 instructional days

Mental Toughness	Tues-Fri	September 8-11
Semester Begins	Mon	September 14
Mission University/Student Holiday	Fri	September 25
Teacher Workday/Student Holiday	Mon	October 5
Mission University/Student Holiday	Fri	October 30
Mission University/Student Holiday	Fri	November 20
Thanksgiving Break	Mon-Fri	November 23-27
Teacher Workday/Student Holiday	Fri	December 18
Semester Ends	Fri	December 18
Winter Break	Mon-Fri	December 21-January 15

### Spring Cohort 2016      61 instructional days

Mental Toughness	Tues-Fri	January 12-15
Semester Begins	Mon	January 18
Martin Luther King's Holiday	Mon	January 18
Mission University/Student Holiday	Fri	January 29
Teacher Workday/Student Holiday	Mon	Feb1
Presidents' Day Holiday	Mon	February 15
Mission University/Student Holiday	Fri	February 26
Spring Break	Mon-Fri	March 14-18
Mission University/Student Holiday	Fri	March 25
Student Easter Holiday	Mon	March 28
Fiesta Holiday	Fri	April 22
Mission University/Student Holiday	Fri	April 29
Semester Ends	Fri	April 29
Summer Break	Mon-Fri	May 2 – May 13
Commencement	Fri	May 13

### Summer Cohort 2016      59 instructional days

Mental Toughness	Tues-Fri	May 10-13
Semester Begins	Mon	May 16
Mission University/Student Holiday	Fri	May 27
Memorial Day Holiday	Mon	May 30
Teacher Workday/Student Holiday	Mon	June 6
Mission University/Student Holiday	Fri	June 24
Independence Day Holiday	Mon	July 4
Summer Break	Tues-Fri	July 5-15
Mission University/Student Holiday	Fri	July 29
Mission University/Student Holiday	Fri	August 26
Semester Ends	Fri	August 26
Fall Break	Mon-Fri	August 29-Sept. 9

## SA Youth YouthBuild Academy

Sample Daily/Weekly Schedule for a Member of the Construction Cohort Enrolled In the A.M. Snapshot:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00a-12:00p	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor
<i>Breakout Session 1: 9:30a-10:30a</i>		<i>Foundations of Personal Fitness in Fitness Room</i>		<i>Foundations of Personal Fitness in Fitness Room</i>	
<i>Breakout Session 2: 10:30a-11:30a</i>	<i>Public Speaking in Training Room</i>		<i>Public Speaking in Training Room</i>		<i>Photography Club in Training Room</i>
12:00p-12:30p	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
12:30p-5:00p	Career Path (Endorsement) Principles of Architecture and Construction + Workshop Construction Technology	Career Path (Endorsement) Hands-On Home Building Site – Construction Technology	Career Path (Endorsement) Hands-On Home Building Site – Construction Technology	Career Path (Endorsement) Hands-On Home Building Site – Construction Technology	Career Path (Endorsement) Principles of Architecture and Construction + Workshop Construction Technology

Please note that each student is placed in a cohort based on career path choice. With the exception of breakout sessions, the A.M. cohort will stay together in one classroom as will the P.M. cohort. They are not divided by grade level.

Sample Daily/Weekly Schedule for a Member of the Technology Cohort Enrolled In the P.M. Snapshot:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00a-12:30p	Career Path (Endorsement) Principles of Information Technology	Career Path (Endorsement) Hands-On Lab - Computer Maintenance	Career Path (Endorsement) Principles of Information Technology	Career Path (Endorsement) Hands-On Lab – Computer Maintenance	Career Path (Endorsement) Principles of Information Technology
12:30p-1:00p	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00p-5:00p	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor	Self-Paced Learning in Cohort Classroom with PLATO and Instructor
<i>Breakout Session 1: 2:30p-3:30p</i>	<i>Business Class in Training Room</i>		<i>Business Class in Training Room</i>		<i>Digital Communication in Training Room</i>
<i>Breakout Session 2: 3:30p-4:30p</i>		<i>Aerobic Activities in Fitness Room</i>		<i>Aerobic Activities in Fitness Room</i>	

Please note that each student is placed in a cohort based on career path choice. With the exception of breakout sessions, the A.M. cohort will stay together in one classroom as will the P.M. cohort. They are not divided by grade level.



Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.2. Admission and Enrollment

## **ATTACHMENT O.2**

### **Admissions and Enrollment Policy**

SA Youth YouthBuild Academy (SAY-YBA) seeks to attract, enroll and retain a broad spectrum of students and families representative of the rich diversity within our community. SAY-YBA will be a tuition-free, public, open-enrollment charter Academy and will not permit discrimination on the basis of ethnicity, national origin, gender, religion, disability, academic ability, athletic ability, artistic ability, sexual orientation, or any other legally protected category, or the district the child would otherwise attending its admission's policy nor in its provision of educational services, activities, and program, including vocational program, in accordance with Title VI of the Civil Right Act of 1964, as amended; Title IX of the Educational Amendments of 1972; and Section 504 of the Rehabilitation Act of 1973, as amended.

#### **Admission and Requirements for Admission**

The Academy is open to any student in the State of Texas who meets the admissions requirements described herein. If the number of pupils who wish to attend the Academy exceeds the Academy's capacity, a public, random drawing of all new applicants shall be held to determine placement into the Academy.

In order to ensure that all students will be placed appropriately and benefit fully from the education program, the following pre-admission procedures will be enforced. Failure to comply with any of these procedures will result in denial of admission. An admitted student can be removed from the Academy if failure to comply with these procedures is discovered after admission has been granted. All eligible students must meet the following requirements:

- Authorization for the Academy to request and receive student records from all schools the student has previously attended or is currently attending;
- Proof of full immunization or exception from the requirement;
- Proof of health examinations required by the Health and Safety Code;
- Proof of age with the application for admission;
- Proof of residency;
- Indication that the student may require special education or related services, the student's home language and if the student may be an English language learner.

#### **STUDENTS SHALL ATTEND A PRE-ADMISSION INFORMATION OPEN HOUSE MEETING OR ITS EQUIVALENT.**

Each application will be reviewed by staff to ensure it is complete before the student will be considered for admission. Each application will include a description of the Academy's dispute resolution process. Any student that has been denied admission for failure to meet the Academy's Admission Requirements and Process may avail him/herself to this process for reconsideration.

## **Enrollment Process and Guidelines**

The enrollment process will begin immediately upon obtaining Charter Status. There will be an open enrollment period three times each year (prior to the beginning of each trimester), which will be advertised within the Academy community so that all interested students may have an equal opportunity to apply for admission. The deadline for accepting applications will be clearly stated to enter in a cohort; however, students may enroll at any time throughout the Academy year as long as there is space available. If there is a waiting list, the applicant will be placed on the waiting list according to the date the application was received.

### **The application open-enrollment period for year one will be:**

#### Trimester 1

Beginning: at notification of award  
End: August 31, 2015  
Lottery date (if needed): August 31, 2015

#### Trimester 2

Beginning: December 1, 2015  
Ending: January 4, 2016  
Lottery date (if needed): January 4, 2016

#### Trimester 3

Beginning: April 1, 2016  
Ending: May 2, 2016  
Lottery date (if needed): May 2, 2016

The academy will not have enrollment deadlines.

### **Enrollment procedures are as follows, (not necessarily in the exact order provided):**

The Academy will determine class size/configuration for the Academy year;

The Academy will solicit from current students their intention to return the following year;

The Academy will design program informational materials;

The Academy will plan one or more Information Open House Meetings (attendance at which is mandatory for admission);

The Academy will issue press releases and utilize other communication strategies;

The Academy will actively recruit students throughout the community;

The Academy will mail information packets to families on wait/interest lists, including invitations to the Open House;

The Academy will host Information Open House Meeting(s) and record attendance;

The Academy will establish and hold an open enrollment period so that all interested student may have an equal opportunity to apply for admission;

The Academy will determine the number of returning students at each level;

The Academy will determine the number of new students at each level;

Priority placement will be given to eligible students who timely completed their application for admission as identified in the previous section;

The Academy will hold a random public drawing (lottery), if necessary;

If there are more eligible applicants than available spaces for the program then a lottery will be conducted. All applications will go into a lottery system. All names will be drawn. The names drawn after all spots are filled will be placed on a waiting list in the order drawn. The drawing will take place in an open meeting to ensure fairness.

The Academy will notify the families of the applicants who are accepted and rejected;

The Academy will exempt from the lottery returning students, as long as the total number of students allowed constitutes only a small percentage of the total enrollment and as permitted by the federal non-regulatory guidance on the charter school program.

Non-accepted families will be placed on the waitlist in the order in which the students are drawn from the random public drawing. Students who complete the application process after the published deadline will be added to the next lottery pool if a wait list already exists. If a student withdraws and a space becomes available, the next student on the list will be notified. Students transferring in from another school will follow the same policies as new students.

Although the academy may “provide for the exclusion of a student who has a documented history of a criminal offense, a juvenile court adjudication, or discipline problems under Subchapter A, Chapter 37,” the academy will evaluate the applicant on a case-by-case basis. Our program is about giving youth a second chance at success.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.3. Discipline Policy



**SA Youth YouthBuild Academy**  
*proposed*  
**STUDENT CODE OF CONDUCT**  
*Discipline Policies*

**Purpose of the Student Code of Conduct**

One of the primary goals of the Academy is to establish and maintain a favorable academic atmosphere for students and staff. Effective learning cannot take place in an environment where student behavior interferes with the ability of the teacher to teach effectively, or the ability of other students to participate in classroom learning activities. To foster an orderly and distraction-free environment, the Academy has established this Student Code of Conduct in accordance with state law.

**Adoption of a student code of conduct by a charter academy is a legal requirement. This Code WILL GO BEFORE THE BOARD AND VOTED TO BE ADOPTED WHEN AWARDED,** and provides notice to parents and students regarding expectations for behavior, consequences for misconduct, and procedures for administering discipline.

The Code of Conduct does not define all types and aspects of student behavior. Thus, the Academy may impose campus and classroom rules in addition to those found in the Code. These rules may be posted in classrooms or given to students, and may or not constitute violations of the Code of Conduct. When students participate in student activities, they will also be expected to follow the guidelines and constitutions that further specify the organization's expectations for student behavior and consequences for misconduct.  
Jurisdiction

**The Academy has disciplinary authority over a student:**

1. During the regular academy day and while the student is going to and from academy on or off academy transportation;
2. For any mandatory expulsion offense committed while on Academy property or while attending an Academy- sponsored or Academy-related activity of another district in Texas;
3. For any Academy-related misconduct, regardless of time or location;
4. When retaliation against an Academy employee or volunteer occurs or is threatened, regardless of time or location;
5. When a student commits a felony;
6. When criminal mischief is committed on Academy property or at an Academy-related event; and
7. While a student is in attendance at any Academy-related activity, regardless of time or location, so long as the student is under the direction of an Academy employee.

Note: In addition to disciplinary consequences under the Code of Conduct, misdemeanor and felony offenses committed on campus will be reported to an appropriate law enforcement agency.

## **Discipline Management Techniques**

It is the goal of the Academy is to provide a positive classroom environment that promotes learning and fosters a safe and caring academy experience for students and staff. In general, discipline will be designed to correct misconduct and to encourage all students to adhere to their responsibilities as citizens of the academy community. Disciplinary action will draw on the professional judgment of teachers and administrators and on a range of discipline management techniques. Disciplinary actions will be correlated to the seriousness of the offense, the student's age and grade level, the frequency of misbehavior, the student's attitude, and the effect of the misconduct on the academy environment.

The following discipline management techniques may be used – alone or in combination – for misbehavior violating the Code of Conduct or campus and/or classroom rules.

- Assignment of academy service or community service duties such as scrubbing desks or picking up litter.
- Behavioral contracts.
- Cooling-off time of “time out.”
- Counseling by teachers, counselors, or administrative personnel.
- In-academy suspension or detention, as specified in the Code of Conduct.
- Expulsion, as specified in the Code of Conduct.
- Out-of-academy suspension, as specified in the Code of Conduct.
- Parent-teacher conferences.
- Referral to an outside agency and/or legal authority for criminal prosecution in addition to disciplinary measures imposed by the academy.
- Rewards or demerits.
- Academy-assessed and academy-administered probation.
- Seating changes within the classroom.
- Sending the student to the office or other assigned area.
- Techniques or penalties identified in individual student organizations' extracurricular standards of behavior.
- Temporary confiscation of items that disrupt the educational process.
- Verbal correction.
- Withdrawal of privileges, such as participation in extracurricular activities and eligibility for seeking and holding honorary offices and/or membership in academy-sponsored clubs or organizations.
- Withdrawal or restriction of academy transportation privileges.
- Other strategies and consequences as specified by the Code of Conduct.

The Academy will NOT inflict corporal punishment upon a student for misconduct.

## **Offenses and Consequences**

### **Level I Offenses**

The following behaviors are prohibited at all Academy and Academy-related activities:

1. Accessing restricted areas – i.e., using classrooms without teacher permission or removing items from a teacher’s desk.
2. Cheating/academic dishonesty – i.e., copying the work of another, or using the work of another as your own.
3. Computer systems violations, including violations of the Acceptable Use Policy.
5. Disrespect of Academy staff and/or persons in authority.
6. Engaging in conduct that constitutes dating violence.
7. Engaging in hazing, harassing, or bullying conduct. See “Freedom from Discrimination, Harassment, and Retaliation,”; “Sexual Harassment,” Freedom from Hazing, Bullying, and Cyber-bullying, guidelines.
8. Engaging in offensive conduct of a sexual nature, whether verbal or physical, directed toward another student or any other person.
9. Engaging in threatening behavior toward another student or Academy employee on or off Academy property.
10. Failure to attend/skipping class, detention assignments, or tutorial sessions.
11. Failure to complete assigned homework.
12. Failure to comply with directives of Academy staff (insubordination).
13. Failure to comply with academy dress and grooming code policies.
14. Failure to leave campus within 30 minutes of academy dismissal (unless involved in an activity under the supervision of Academy staff).
15. Failure to report known hazing, harassment, or bullying of students.
16. Inappropriate physical contact not defined as a Level II or III offense.
17. Inappropriate public displays of affection, including kissing, hugging, physical conduct, etc.
18. Insensitivity to others.
19. Making negative comments about students, faculty, or the academy in any form of media.
20. Oral or written offensive language directed toward other students or academy staff.
21. Parking or vehicle operation infractions.
22. Persistent tardiness, i.e., being tardy without excuse on four or more days within a period of 45 rolling academy days.
23. Possessing matches, lighters, etc.
24. Possession of any electronic or telecommunication devices during academy hours without permission.
25. Posting materials or holding student gatherings without administrative approval.
26. Profanity or obscene gestures directed toward other students.
27. Use of a skateboard, scooter, and/or roller blades while on Academy property.
28. Verbal or written abuse – i.e., name-calling, racial or ethnic slurs, or derogatory statements – that disrupt the academy environment.

### **Disciplinary Consequences (not in order of progressive disciplinary measures)**

- After academy detention.
- Application of one or more Discipline Management Techniques listed above.
- Confiscation of cell phones or other electronic devices; a fee of \$15.00 may be charged for the return of certain devices.

## ATTACHMENT O.3

- Grade reductions for cheating/academic dishonesty.
- In-academy suspension.
- Out-of-academy suspension.
- Removal from the classroom and/or placement in another classroom.
- Restitution/restoration, if applicable.
- Sanctions for single or repeated non-compliance with Senior Dress Code.
- Academy-assessed and academy-administered probation.
- Temporary confiscation of items that disrupt the educational process.
- Verbal correction.
- Withdrawal of privileges, such as participation in extracurricular activities and eligibility for seeking and holding honorary offices, and/or membership in academy-sponsored clubs or organizations.

Disciplinary actions may be used individually or in combination for any offense.

### **Level II Offenses**

The following behaviors are prohibited at all Academy and Academy-related activities:

1. Abusing prescription drugs, giving a prescription drug to another student, or possessing or being under the influence of another person's prescription drug while on Academy property or at an Academy-related event (except for the possession of asthma or anaphylaxis medications, as allowed by "Administration of Medication).
2. Being a member of, pledging to become a member of, joining, or soliciting another person to join, or pledge to become a member of a public academy fraternity, sorority, or G, as defined by Texas Education Code § 37.121.
3. Bypassing Internet blocks on Academy computers or networks to enter unapproved sites.
4. Causing an individual to act through the use of threat of force or coercion.
5. Cheating/academic dishonesty – i.e., copying the work of another, or using the work of another as your own.
6. Death threats.
7. Engaging in conduct that constitutes dating violence.
8. Engaging in hazing, harassing, or bullying conduct.
9. Extortion/blackmail.
10. Failure to comply with conditions of in-academy suspension placement.
11. Failure to comply with Academy medication policies. See "Administration of Medication,"
12. False accusations of conduct that would constitute a misdemeanor or felony.
13. Falsification of Academy records.
14. Fighting.
15. Gang activity. See "Gang Activity,"
16. Inappropriate behavior (e.g., violence; threats of violence; racially, ethnically, or culturally motivated actions).
17. Interference with academy activities or discipline.
18. Leaving a classroom, academy property, or academy-sponsored events without permission.

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19. Making an obscene gesture.
20. Parking or vehicle operation infractions. See “Parking Regulations,”; “Operation of Motor Vehicles on Campus,”
21. Persistent Level I offenses (two or more Level I offenses in any one academy year).
22. Physical harassment or bullying of students.
23. Possessing a look-alike weapon (any device designed to appear to be a firearm or other weapon).
24. Possessing ammunition.
25. Possessing drug paraphernalia.
26. Possessing or using fireworks or other explosive devices.
27. Possessing, viewing, or distributing pictures, text messages, e-mails, or other material of a sexual nature in any media format.
28. Possession of a stun gun, mace, or pepper spray.
29. Possession of any electronic or telecommunication devices during academy hours without permission.  
See “Electronic and Telecommunications Devices,”
31. Refusing to give a cell phone or other electronic device to Academy staff upon request.
32. Retaliation. See “Retaliation,”
33. Theft (stealing property belonging to the Academy or another person).
34. Threats (nonviolent/verbal or written).
35. Throwing object not considered to be a prohibited weapon that may cause bodily injury or property damage.
36. Unruly, disruptive, or abusive behavior that interferes with the teacher’s ability to communicate effectively with students.
37. Use of profanity or vulgar/offensive language.
38. Use of the Internet or other electronic communication methods to threaten students or employees, or cause disruption to the academy program.
39. Verbal or written abuse – i.e., name-calling, racial or ethnic slurs, or derogatory statements – that disrupt the academy environment.
40. Willful destruction of Academy property or property belonging to another student or a Academy employee/volunteer.

### **Disciplinary Consequences**

- Any applicable Level I Disciplinary Consequence.
- Out-of-academy suspension for up to five days.
- Sanctions for repeated non-compliance with Dress Code.

Disciplinary actions may be used individually or in combination for any offense.

### **Level III Offenses**

The following behaviors are prohibited at all Academy and Academy-related activities:

1. Abusing prescription drugs, giving a prescription drug to another student, or possessing or being under the influence of another person’s prescription drug while on Academy property or at



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an Academy-related event (except for the possession of asthma or anaphylaxis medications, as allowed by “Administration of Medication).

2. Aggravated assault.
3. Aggravated kidnapping.
4. Aggravated robbery.
5. Aggravated sexual assault
6. Any offense listed in Sections 37.006(a) or 37.007 (a), (b), and (d) of the Texas Education Code, no matter when or where the offense takes place.
7. Arson.
8. Assault.
9. Being a member of, pledging to become a member of, joining, or soliciting another person to join, or pledge to become a member of a public academy fraternity, sorority, or gang, as defined by Texas Education Code § 37.121.
10. Burglary of a motor vehicle on campus.
11. Capital murder.
12. Commission of a felony offense listed under Title 5, Texas Penal Code.
13. Conduct punishable as a felony.
14. Conduct that causes or creates a reasonable likelihood that it will cause a substantial disruption in or material interference with any academy function, activity, or purpose, or that interferes or creates a reasonable likelihood that it will interfere with the health, safety, or well-being or the rights of other students.
15. Criminal attempt to commit murder or capital murder.
16. Criminal mischief against the Academy, a student, or an Academy employee/volunteer.
17. Criminally negligent homicide.
18. Death threats.
19. Deliberate destruction or tampering with Academy computer data or networks.
20. Disobeying conduct rules regarding Academy transportation.
21. Engaging in conduct that constitutes dating violence.
22. Engaging in conduct that constitutes sexual harassment.
23. Engaging in hazing, harassing, or bullying conduct. See “Freedom from Discrimination, Harassment, and Retaliation; “Sexual Harassment,” Freedom from Hazing, Bullying, and Cyber- bullying,”
24. Engaging in offensive conduct of a sexual nature (verbal or physical).
25. Failure to comply with academy medication policies.
26. False alarm or report.
27. Felony criminal mischief against academy property, another student, or academy staff.
28. Fighting.
29. Gambling.
30. Gang activity. See “Gang Activity,”
31. Inappropriate sexual conduct.
32. Indecency with a child.
33. Indecent exposure.
34. Issuing a false fire alarm.
35. Manslaughter.
36. Murder.

## ATTACHMENT O.3

37. Persistent Level I offenses (four or more Level I offenses committed in any one academy year).
38. Persistent Level II offenses (two or more Level II offenses committed in any one academy year).
39. Possessing a look-alike weapon, including but not limited to BB guns, CO2 guns, air pistols or rifles, pellet guns, or any other device designed to appear to be a firearm or other weapon.
40. Possessing a knife, razor, box cutter, chain, or any other object used in a way that threatens or inflicts bodily injury to another person.
41. Possessing a prohibited weapon.
42. Possessing a stun gun, mace, or pepper spray.
43. Possessing or using fireworks or other explosive devices.
44. Possessing, selling, distributing, or being under the influence of an inhalant.
45. Possessing, selling, distributing, or being under the influence of alcohol.
46. Possessing, selling, distributing, or being under the influence of illegal drugs and/or a look-alike or synthetic substance. See “Drug-Free Academy Notice,”
47. Possessing, selling, or distributing any tobacco or tobacco products.
48. Possessing, viewing, or distributing pictures, text messages, e-mails, or other material of a sexual nature in any media format.
49. Possession of any electronic or telecommunication devices during academy hours without permission.  
See “Radios, CD Players, Cell Phones, and Other Electronic Devices and Games,”
50. Public lewdness.
51. Rape and/or sexual assault.
52. Required registration as a sex offender.
53. Retaliation. See “Retaliation,”
54. Setting or attempting to set fire on academy property (not arson).
55. Sexual abuse of a young child or children.
56. Sexual assault.
57. Targeting another individual for bodily harm.
58. Theft (stealing property belonging to the academy or another person).
59. Threats (violent/verbal or written) in any form of media.
60. Use, exhibition, or possession of a firearm, illegal knife, club, or prohibited weapon.
61. Verbal or physical threats or actions against academy employees.

### **Disciplinary Consequences**

- Out of academy suspension for five–ten days.
- Expulsion.

### Consequences Further Described

#### After Academy Detention

## ATTACHMENT O.3

Detention may be held each day after academy. Students who serve detention must make arrangements to be picked up from academy. Parents may request in person a delay of the detention; no phone calls or notes will be accepted.

During detention:

- Students will bring materials to work on. Classroom materials may be sent by a teacher.
- Students will not be permitted to go to their lockers during detention; all materials must be brought to the detention room when reporting.
- Sleeping is not permitted.
- Students will follow all rules concerning classroom behavior. Failure to comply will mean suspension from the academy.
- Any student assigned to the detention room must stay the entire time. Students refusing to sit their time will be suspended from academy.

### **Suspension**

The Academy utilizes two kinds of suspension: in academy suspension and out of academy suspension.

#### **In Academy Suspension**

The following rules and regulations apply to all students assigned to in academy suspension:

- Students must report to the detention room at 8 a.m. In academy suspension will be run from 8:00 a.m. until dismissal time.
- Students will bring materials to work on. Students are responsible for obtaining assignments from each teacher.
- Students will not be permitted to go their lockers. All materials must be brought to the room when reporting.
- Students may not bring food or drink into the detention room.
- No disruptive behavior will be allowed.
- Unexcused absences from suspension will be referred to the Principal or designee.
- Sleeping is prohibited.
- Students must abide by the provisions of this Handbook and the Student Code of Conduct during their suspension period.
- A student who misses a scheduled in academy suspension without a confirmed excuse will be assigned one day out of academy suspension. The missed in academy suspension period will be rescheduled. If a student misses more than one scheduled in academy suspension without a confirmed excuse, he or she may be subject to expulsion.

Failure to follow these guidelines will be reported to the Principal or designee for further action, which may include up to three days of out of academy suspension or any other Level I consequence.

### **Out of Academy Suspension**

The Principal or designee will give notice of suspension and the reasons for the suspension to the student.

#### Removal from Academy Transportation

A student being transported by the academy to or from academy or an Academy-sponsored or academy-related activity may be removed from an Academy vehicle for conduct violating the Academy's established standards for conduct in an Academy vehicle.

#### Conference, Hearings and Appeals

All students are entitled to conferences, hearings, and/or appeals of disciplinary matters as provided by state and federal law and Academy policy.

### **Process for Suspensions lasting Up to Ten Days**

In addition to the above list of Code of Conduct violations, the Principal has authority to suspend a student for a period of up to five academy days for any of the following additional reasons:

- The need to further investigate an incident,
- A recommendation to expel the student, or
- An emergency constituting endangerment to health or safety.

### **Prerequisites to Suspension**

Prior to suspending a student, the Principal or designee must attempt to hold an informal conference with the student to:

- Notify the student of the accusations against him/her,
- Allow the student to relate his or her version of the incident, and
- Determine whether the student's conduct warrants suspension.

### **Notification to Parents/Guardians**

If the Principal or designee determines the student's conduct warrants suspension during the academy day, the Principal or designee will make reasonable effort to notify the student's parent(s) that the student has been suspended before the student is sent home. The Principal or designee will notify a suspended student's parent(s) of the period of suspension, the grounds for the suspension, and the time and place for an opportunity to confer with the Principal or designee.

### **Credit During Suspension**

A student shall receive credit for work missed during the period of suspension if the student makes up work missed during the period of suspension within the same number of academy days the student was absent on suspension.

### **Process for Out-of-Academy Suspensions Over Ten Days and Expulsion**

Notice:

When the Principal or designee determine that a student's conduct warrants suspension for more than ten days or expulsion, but prior to taking any expulsion action, the Principal or designee will provide the student's parent(s) with written notice of:

- The reasons for the proposed disciplinary action; and
- The date and location for a hearing before the Principal, within five academy days from the date of the disciplinary action.

The notice shall further state that, at the hearing, the student:

- May be present;
- Shall have an opportunity to present evidence;
- Shall be apprised and informed of the academy's evidence;
- May be accompanied by his or her parent(s); and
- May be represented by an attorney.

### **Hearing Before Principal or Designee**

The Academy shall make a good faith effort to inform the student and the student's parent(s) of the time and place for the hearing. The Academy shall hold the hearing regardless of whether the student, the student's parent(s) or another adult representing the student attends. The Principal or designee may audio record the hearing.

Immediately following the hearing, the Principal or designee will notify the student and the student's parent(s) in writing of his or her decision. The decision shall specify:

- The length of the suspension or expulsion, if any;
- When the expulsion is not permanent, the procedures for re-admittance at the end of the expulsion period; and
- The right to appeal the Principal or designee's decision to the Board of Directors or the Board's designee.

The notice shall also state that failure to timely request such a hearing constitutes a waiver of further rights in the matter.

### **Appeal to the Board of Directors**

The student or his or her parent(s) may appeal the expulsion decision to the Board of Directors by notifying the Principal in writing within seven calendar days of the date of receipt of the Principal or designee's decision. The Board will review the audio or transcribed record from the hearing before the Principal or designee at a specially called meeting. The Board will notify the student and his or her parent(s) of its decision, in writing, within five calendar days of the hearing. The decision of the Board is final and may not be appealed.



Discipline consequences will not be deferred pending the outcome of an appeal of an expulsion to the Board.

### **No Credit Earned**

Except when required by law, students will not earn academic credit during a period of expulsion.

### **Emergency Placement and Expulsion**

If the Principal or designee reasonably believes a student's behavior is so unruly, disruptive, or abusive that it seriously interferes with a teacher's ability to communicate effectively with students in a class, with the ability of a student's classmates to learn, or with the operation of the academy or an Academy-sponsored activity, the Principal or designee may order immediate removal of the student. The Principal or designee may impose immediate suspension if he or she reasonably believes such action is necessary to protect persons or property from eminent harm. At the time of such an emergency removal, the student will be given verbal notice of the reason for the action and appropriate hearings will be scheduled within a reasonable time after the emergency removal.

### **Placement of Students with Disabilities**

All disciplinary actions regarding students with disabilities shall be conducted in accordance with the most current federal and state laws. A student with a disability shall not be excluded from his or her current placement pending appeal to the Board of Directors for more than ten days without ARD Committee action to determine appropriate services in the interim. Pending appeal to a special education hearing officer, a student with a disability shall remain in the present education setting, unless the academy and parents agree otherwise.

### **Gun-Free Schools Act**

In accordance with the Gun-Free Schools Act, the academy shall expel, from the student's regular program for a period of one year, any student who is determined to have brought a firearm, as defined by federal law, to academy. The Principal or designee may modify the term of expulsion for a student or assess another comparable penalty that results in the student's expulsion from the regular academy program on a case-by-case basis.

For the purposes of this law, "firearm" means:

- Any weapon – including a starter gun – which will, or is designed to, or which may readily be converted to expel a projectile by the action of an explosive from the frame or receiver of any such weapon;
- Any firearm muffler or firearm silencer;
- Any destructive device. "Destructive device" means any explosive, incendiary or poison gas bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than 1/4 ounce, mine, or device similar to any of the preceding described devices. It also means any type of weapon – other than a shotgun shell or a shotgun that is generally recognized as particularly suitable for sporting purposes – by whatever name known which will, or which may be readily converted to, expel a projectile by the action of an explosive or other propellant, and which has any barrel with a

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bore of more than 1/2 inch in diameter; and any combination of parts either designed or intended for use in converting any device into a destructive device as described, and from which a destructive device may be readily assembled.

### **DEFINITION OF OFFENSES**

**ABUSABLE VOLATILE CHEMICALS:** Those substances as defined in Texas Health and Safety Code § 485.001.

**ALCOHOLIC BEVERAGE:** Those substances as defined in Texas Alcoholic Beverage Code § 1.04.

**ARMOR-PIERCING AMMUNITION:** Handgun ammunition that is designed primarily for the purpose of penetrating metal or body armor and to be used primarily in pistols and revolvers or other firearms.

**ASSAULT:** For student discipline purposes, intentionally, knowingly, or recklessly causing bodily injury to another.

**BODILY INJURY:** Physical pain, illness, or impairment of a physical condition.

**BULLYING:** Written or verbal expression, including electronic communication, or physical conduct that occurs on school property, at a school-sponsored or school-related activity, or in a vehicle operated by the University Charter School that exploits an imbalance of power and interferes with a student's education or substantially disrupts the operation of a school, and either (1) has the effect or will have the effect of physically harming a student, damaging a student's property, or placing a student in reasonable fear of harm to the student's person or of damage to the student's property; or (2) is sufficiently severe, persistent, and pervasive enough that the action or threat creates an intimidating, threatening, or abusive educational environment for a student.

**CHEMICAL DISPENSING DEVICE:** A device other than a small chemical dispenser sold commercially for personal protection, that is designed, made, or adapted for the purpose of dispensing a substance capable of causing an adverse psychological or physiological effect on an individual.

**CLUB:** An instrument specially designed, made, or adapted for the purpose of inflicting serious bodily injury or death by striking a person with the instrument, including a blackjack, nightstick, mace, and tomahawk.

**CONTROLLED SUBSTANCE:** Substances as defined in Chapter 481 of the Texas Health & Safety Code or 21 U.S.C. § 801 et seq.

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**CRIMINAL STREET GANG:** Three or more persons having a common identifying sign or symbol or an identifiable leadership who continuously or regularly associate in the commission of criminal activities.

**CYBERBULLYING:** Using any electronic communications device to engage in bullying or intimidation.

**DANGEROUS DRUG:** Substances as defined in Chapter 483 of the Texas Health and Safety Code.

**DEADLY CONDUCT:** Recklessly engaging in conduct that places another in imminent danger of serious bodily injury or by knowingly discharging a firearm in the direction of an individual, habitation, building, or vehicle.

**EXPLOSIVE WEAPON:** Any explosive or incendiary bomb, grenade, rocket, or mine that is designed, made, or adapted for the purpose of inflicting serious bodily injury, death, or substantial property damage, or for the principal purpose of causing such a loud report as to cause undue public alarm or terror. It includes a device designed, made or adapted for delivery or shooting an explosive weapon.

**FALSE ALARM OR REPORT:** Knowingly initiating, communicating, or circulating a report of a present, past, or future bombing, fire, offense, or other emergency that is known to be false or baseless and that would ordinarily: (1) cause action by an official or volunteer agency organized to deal with emergencies; (2) place a person in fear of imminent serious bodily injury; or (3) prevent or interrupt the occupation of a building, room, place of assembly, publicly accessible place, or mode of conveyance such as an automobile.

**FIGHTING:** Two or more persons engaged in any mutual violent or physically aggressive contact toward each other such as scuffling, pushing, shoving or hitting.

**FIREARM (Federal law):** (1) any weapon, including a starter gun, that will, is designed to, or may readily be converted to expel a projectile by the action of an explosive; (2) the frame or receiver of any such weapon; (3) any firearm muffler or firearm weapon; or (4) any destructive device, such as any explosive, incendiary or poison gas bomb, grenade, missile, rocket, or mine.

**FIREARM (State law):** Any device designed, made, or adapted to expel a projectile through a barrel by using the energy generated by an explosion or burning substance or any device readily convertible to that use.

**FIREARM SILENCER:** Any device designed, made, or adapted to muffle the report of a firearm.

**GANG:** An organization, combination, or association of persons composed wholly or in part of students that: (1) seeks to perpetuate itself by taking in additional members on the basis of the decision of the membership rather than on the free choice of the individual, or (2) that engages in illegal and/or violent activities. In identifying gangs and associated gang attire, signs, or symbols, the University Charter School will consult with law enforcement authorities.

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**GRAFFITI:** Making marks of any kind on the tangible property of another without the effective consent of the owner.

**HARASSMENT:** Threatening to cause harm or bodily injury to another, engaging in intimidating conduct, causing physical damage to the property of another, subjecting another to physical confinement or restraint, maliciously taking any action that substantially harms another's physical or emotional health or safety, or other conduct prohibited by SA Youth YouthBuild Academy policy that is so severe, persistent, or pervasive that it has the purpose or effect of substantially or unreasonably interfering with a student's performance; creates an intimidating, threatening, hostile, or offensive educational environment; affects a student's ability to participate in or benefit from an educational program or activity; or otherwise adversely affects the student's educational opportunities.

**HAZING:** Any act, occurring on or off the campus, by one person alone or acting with others, directed against a student, that endangers the mental or physical health or safety of a student for the purposes of pledging, initiation into, affiliation with, holding office in, or maintaining membership in an organization. Consent to or acquiescence in the hazing activity does not excuse the student of responsibility for the misconduct.

**HIT LIST:** List of people targeted to be harmed using a firearm, knife, or any other object to be used with intent to cause bodily harm.

**INDECENT EXPOSURE:** Those acts defined in Texas Penal Code section 21.08.

**INTENT:** The design, resolve, or determination with which a person acts. Since intent is a state of mind, it is ordinarily proved through inferences drawn from the act and/or circumstances surrounding the act. Intent includes the conscious objective or desire to engage in the conduct or cause the result, an awareness that the conduct is reasonably certain to cause the result, or disregard of a substantial and justifiable risk when there is an awareness that the circumstances exist or the result will occur. The fact that a student may not have been motivated by a desire to violate the SCC does not preclude imposing a disciplinary consequence so long as the student intended to engage in the underlying conduct that violated the SCC.

**KNIFE:** A bladed hand instrument that is capable of inflicting serious bodily injury or death by cutting or stabbing.

**KNUCKLES:** Any instrument consisting of finger rings or guards made of a hard substance that is designed, made, or adapted for the purpose of inflicting serious bodily injury or death by striking a person with a fist enclosed in the knuckles.

**MACHINE GUN:** Any firearm capable of shooting more than two shots automatically, without manual reloading, by a single function of the trigger.

**PARAPHERNALIA:** Any article or device used or intended for use to inject, ingest, inhale, or otherwise introduce marijuana, a controlled substance, or a dangerous drug into the

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human body, including but not limited to roach clips, rolling papers, needles, baggies with residue, razor blades, or pipes.

**PERSISTENT:** Three or more violations of the SCC or repeated occurrences of the same violation.

**POSSESSION:** To have in or on: (1) a student's person or in the student's personal property, such as the student's clothing, purse, or backpack; (2) in any vehicle used by the student for transportation to or from school or school-related activities, such as an automobile, truck, motorcycle, or bicycle; or (3) any other school property used by the student, such as a locker or desk.

**PROHIBITED WEAPONS:** A prohibited weapon includes the following items: armor-piercing ammunition, chemical dispensing device, explosive weapon, firearm silencer, knuckles, machine gun, short-barrel firearm, switchblade knife, zip gun, or tire deflation device.

**PUBLIC LEWDNESS:** Those acts defined in Texas Penal Code § 21.07.

**REASONABLE BELIEF:** A determination that misconduct occurred made by the administrator using all available factual and legal information, including information furnished under Article 15.27 of the Code of Criminal Procedure.

**RETALIATION:** Harming or threatening to harm another: (1) on account of their service as a University Charter School employee or volunteer, (2) to prevent or delay another's service to the University Charter School, or (3) because the person intends to report a crime.

**SELF-DEFENSE:** To claim self-defense, the student must (1) be without fault in provoking the encounter and not act as the aggressor, and (2) use the minimum force required to remove himself or herself from immediate danger of harm. Actions that escalate or continue the encounter will not be considered self-defense. Interactions prior to the encounter will also be considered.

**SERIOUS MISBEHAVIOR:** To engage in (1) deliberate violent behavior that poses a direct threat to the health or safety of others, (2) extortion to gain money or other property by force or threat, (3) coercion, meaning to threaten to either commit an offense; inflict bodily harm; accuse a person of any offense; expose a person to hatred, contempt, or ridicule; or to harm the credit of any person, (4) public lewdness as defined in Texas Penal Code § 21.07, (5) indecent exposure as defined in Texas Penal Code § 21.08, (6) criminal mischief as defined in Texas Penal Code § 28.03, (7) personal hazing as defined in Texas Education Code § 37.152, or (8) harassment of a student or University Charter School employee as defined in Texas Penal Code § 42.07(a)(1).

**SEX OFFENDER:** A student required to register as a sex offender under Chapter 62 of the Code of Criminal Procedure for an offense committed on or after September 1, 2007. The term does not include a student who: (1) is no longer required to register as a sex offender under Chapter 62, (2) is exempt from registering as a sex offender under Chapter

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62, or (3) receive an early termination of the obligation to register as a sex offender under Chapter 62.

**SEXUAL HARASSMENT:** Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that is so severe, persistent, or pervasive that it has the purpose or effect of unreasonably interfering with a student's performance; creates an intimidating, hostile, or offensive educational environment; affects a student's ability to participate in or benefit from an educational program or activity; otherwise adversely affects the student's educational opportunities, or is prohibited by University Charter School policy.

**SHORT-BARREL FIREARM:** A rifle with a barrel length of less than 16 inches or a shotgun with a barrel length of less than 18 inches, or any weapon made from a rifle or shotgun if, as altered, has an overall length of less than 26 inches.

**SWITCHBLADE KNIFE:** Any knife with a blade that folds, closes, or retracts into the handle or sheath and that opens automatically by pressing a button or other device located on the handle or opens or releases a blade from the handle or sheath by the force of gravity or centrifugal force. It does not include a knife that has a spring, detent, or other mechanism designed to create a bias toward closure and that requires exertion applied to the blade by hand, wrist, or arm to overcome the bias toward closure and open the knife (also known as one-handed openers or assisted openers).

**TELECOMMUNICATIONS DEVICE:** Any type of device that: (1) emits an audible signal, vibrates, displays a message, or otherwise summons or delivers a communication to the possessor, or (2) permits the recording, transmission, and/or receipt of messages, voices, images, or information in any format or media, electronic or otherwise. It does not include an amateur radio under control of someone with an amateur radio license.

**TERRORISTIC THREAT:** Threats to commit any offense involving violence to any person or property with intent to: (1) cause a reaction by an official or volunteer agency organized to deal with emergencies; (2) place any person in fear of imminent serious bodily injury; (3) prevent or interrupt the occupation or use of a building, room, place of assembly, place to which the public has access, place of employment or occupation, aircraft, automobile, or other form of conveyance, or other public place; (4) cause impairment or interruption of public communications, public transportation, public water, gas, or power supply or other public service; (5) place the public or a substantial group of the public in fear of serious bodily injury; or (6) influence the conduct or activities of a branch or agency of the federal government, the state, or a political subdivision of the state (including the University Charter School).

**TITLE 5 FELONY OFFENSES:** Offenses against the person that, depending on the circumstances, may include murder; capital murder; manslaughter; criminally negligent homicide; unlawful restraint; kidnapping; aggravated kidnapping; trafficking of persons; unlawful transport; assault; aggravated assault; sexual assault; aggravated sexual assault; improper relationship between educator and student; indecency with a child; injury to a child, an elderly person, or disabled person; abandoning or endangering a child; improper photography or



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visual recording; deadly conduct; terroristic threat; aiding a person to commit suicide; harassment by a person in a correctional facility; continuous sexual abuse of a young child or children; and tampering with a consumer product.

**UNDER THE INFLUENCE:** When in the employee's professional judgment, the student does not have the normal use of mental or physical faculties likely attributable to the student's use of a prohibited substance. Such impairment may be evidenced by the symptoms typically associated with drug or alcohol use or other abnormal or erratic behavior or by the student's admission. The student need not be legally intoxicated.

**USE:** With respect to substances, voluntarily injecting, ingesting, inhaling, or otherwise introducing a prohibited substance into the body. With respect to objects or devices, putting into action or service or carrying out an action or purpose with the object or device.

**ZIP GUN:** A device or combination of devices that was not originally a firearm and is adapted to expel a projectile through a smooth-bore or rifled-bore barrel by using the energy generated by an explosion or burning substance.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.4. Personnel Policies

## **Attachment O.4**

### **Personnel Policies**

The Policies Committee of the Board of Directors will review this document to ensure compliance with all federal and state guidelines and regulations as relate to Charter School employees, as needed should charter be awarded.



## SA Youth Personnel Policy Manual

### **INTRODUCTION**

This employment handbook is intended as a guide only for SA Youth (and each center or program operated by SA Youth). The organization reserves the right to change any of its policies at any time with or without prior notice. All employees must acknowledge receipt of this handbook. No part of this handbook should be construed as a contract for employment.

### **I. HIRING, PAY, STATUS AND TERMINATION of EMPLOYMENT**

#### **“AT WILL” EMPLOYMENT**

All SA Youth employees are employed at the will of the organization. Employees may resign from the organization at any time for any reason, and may be terminated by the company at any time for any reason, and with or without notice.

#### **EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION**

SA Youth is committed to providing equal opportunity in our employment practices including but not limited to, recruiting, selection, hiring, placement, promotion, compensation, and termination to all applicants and employees without regard to sex, race, color, national origin, age, religious, sexual orientation and/or political beliefs, Veterans status and disability. SA Youth will make positive efforts to recruit, employ, retain and advance in employment qualified women, people of color, individuals with disabilities and veterans in order to maintain our record against discrimination.

The best qualified applicant will be hired or promoted regardless of his or her sex, race, color national origin, age, religious and/or political beliefs, disability, or any other legally protected characteristic.

#### **BACKGROUND INVESTIGATION**

All applicants give their consent to conduct reference checks, an employment history check and a criminal background check.

#### **DRUG TESTING**

The organization reserves the right to do drug testing at the time of application or any time after employment begins. No one except the Chief Executive Officer has the authority to authorize the drug testing of any SA YOUTH employee or volunteer. The laboratory selected to perform such testing shall release results only to the Chief Executive Officer.

#### **EMPLOYMENT DECISION**

The Chief Executive Officer will make final decisions regarding employment.

#### **PAY PERIODS**

Salaried and hourly employees are paid every other Friday. The pay period ends the Friday prior to the scheduled payday.

#### **EMPLOYMENT DEFINED**

Employment covers all individuals working for SA Youth in a paid or non-paid (volunteer) capacity. Individuals or companies contracted for pay to provide professional or direct services are not considered employees of SA Youth.

#### **STATUS**

*Full-time exempt employees:* Exempt employees are those who are involved in management functions and may have supervisory responsibility over other employees or trainees. Other exempt employees include those responsible for managing non-paid employees (volunteers) and program partnerships. Exempt employees are not paid over-time for working in excess of forty hours.

**Work Week Defined**  
For over-time calculation purposes, the work week is defined as Saturday through Friday.

*Full-time non-exempt employees:* Full-time non-exempt employees are not involved in management functions and do not have supervisory responsibility. Non-exempt employees are paid an overtime rate of one and one-half the regular pay for hours worked in excess of forty hours in any work week. Overtime must be approved in advance by an Authorized Officer.

*Part-time employees:* Part-time employees are always considered non-exempt employees and as such will be paid an overtime rate of one and one-half times the regular pay for hours worked in excess of forty hours when approved in advance by an officer of the organization in any work week. Overtime must be approved in advance by an Authorized Officer.

### **TIME and LABOR PAYROLL SYSTEM**

All employees must keep a record of time worked and clock in/out using the electronic payroll system. Clocking in/out for another employee is grounds for immediate termination.

### **SCHEDULED WORK HOURS**

Employees are expected to show up for work at their sites or appointed places on time. Employees who must be late for work must call and inform their immediate supervisor. A phone call is preferred but a text message is acceptable. Employees who are absent must give at least three hours notice and must present an acceptable excuse for missing work. Employees who are absent more than two working days must submit a doctor's notice indicating illness and a release to return to work.

An employee who fails to show up for work and fails to inform his or her supervisor tenders his or her automatic resignation.

Excessive absences may be subject to termination or employee will be encouraged to take FMLA, if approved (see eligibility for FMLA under SICK LEAVE).

### **GROUND S FOR IMMEDIATE TERMINATION**

As SA Youth is an at-will employer, the agency may terminate any employee at any time with or without reason and with or without cause. Certain offenses will be considered grounds for immediate termination of a SA Youth employee. The following list is not all encompassing:

- Direct or indirect threat or harm to other employees, volunteers, participants or visitors (intended as joking or not)
- Insubordination: Unruly behavior of a subordinate employee or willful and intentional refusal of a subordinate employee to follow instructions and/or perform an assigned task
- Use of abusive language
- Falsifying or forging time records or agency documents
- Failing to follow safety protocols
- Coming to work under the influence of drugs or alcohol
- Bringing weapons to the agency—except firearms required to participate in an officially approved and endorsed agency activity or event.
- Stealing or being apprehended in possession of stolen agency property or the property of others.
- Willful damage of agency property or the property of others on site
- **Failing to comply with the policies contained in this handbook**

## II. POLICIES

### OPEN DOOR POLICY

All staff members are encouraged to provide input and suggestions concerning the overall operation and programs of SA Youth, following the proper channels of communication. Staff members should initially bring their comments to their immediate supervisor. The organization operates in an “open door” manner. All staff input that is made appropriately will be considered and can be presented without fear of adverse job action.

### CONFLICTS OF INTEREST

SA Youth expects the primary interest of staff members to be the people we serve. A conflict of interest occurs when the interests of a staff member or another outside party actually or potentially affect SA Youth in a negative way.

In addition, SA Youth prohibits an officer, employee or volunteer to engage in any activity which causes or could cause a conflict of interest concerning the procuring of goods and services to include the following:

1. Renting or leasing from a firm which any officer, agent, consultant or employee (or relative) has an interest and this related party transaction has not been fully disclosed to the governing body; and
  2. Soliciting or accepting personal gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to subcontractors.
- **OUTSIDE BUSINESS INTERESTS**— Staff members may have outside interests and outside employment so long as these do not interfere with job performance. Staff members may not earn profit from outside employment or business interests that directly result from affiliation with SA Youth.
  - **GIFTS, GRATUITIES**—Staff members are not to accept gifts, gratuities, free trips, personal property, or other items from an outside person or organization as an inducement to provide services.
  - **SA Youth PROPERTY**—Employees are prohibited from using agency-owned or controlled equipment, supplies or space for the transaction or conduct of personal enterprise during normal duty hours. Employees must use SA Youth property with reasonable care. Misuse or theft of SA Youth property will be grounds for immediate termination.
  - **PERSONAL CONDUCT AND REPRESENTATION**—SA Youth employees should conduct their personal affairs so there can be no opportunity for unfavorable reflection upon the organization. The use of common sense, good ethical standards and discretion will guide employees in proper conduct. Employees will use good sense when wearing items with the agency’s logos.
  - **SOLICITATION**—The solicitation or distribution of literature by employees or outsiders on behalf of any club, society, labor union, religious organization, political party or similar association is not permitted. This prohibition covers solicitation in any form, either for subscription, payment of money or membership, or purchase of products.

### ACCESS TO THE ORGANIZATION AND OPERATED PREMISES

No unauthorized access to the organization or any of its program sites will be tolerated. Employees may not access the premises outside one’s normal working hours without the prior authorization of the Chief Executive Officer. Employees entrusted with keys may not loan keys to others, nor may employees make additional copies of SA YOUTH keys without prior authorization from the Chief Executive Officer. Violating this policy is grounds for immediate termination.

### CONFIDENTIALITY POLICY

Grant narratives are not to be shared with external audiences without prior CEO authorization. They may not be shared as writing samples to potential employers or other nonprofit agencies without express written permission. To do so is to violate trade secrets. Such information becomes SA Youth proprietary information that is permanently owned by SA Youth and may be used by other staff and consultants for future grant development. Shared communication includes conversations, reports, forms, correspondence



and computer generated communication with external parties, about or involving in any way writing samples belonging to SA Youth.

### **CELL PHONE USAGE**

Cell phone use is allowed within reasonable limits, but excessive personal calls and or texting can and will lead to corrective action. Leave personal phone in purse or desk and let personal call go to voice mail, return calls only during breaks, and use discretion when discussing company business over the phone.

Do not use cell phones (voice or text) while operating agency vehicles, pull off to the side of the road to use the phone if necessary. Any violations of law or liability from accidents incurred while using a cell phone in violation of this policy will be the sole liability of the employee.

### **DATA STORAGE TECHNOLOGY USAGE**

SA Youth reserves the right to physically and digitally search any devices with storage or memory capabilities that an employee brings to work and to make copies of any files found therein at any time. Any storage device searched may only be searched for material belonging to SA Youth. Submission to searches is a condition of continued employment. Refusal by an employee is grounds for immediate termination. SA Youth employees are encouraged to leave such devices at home.

### **PARTICIPANT CONFIDENTIALITY**

Staff members will, to the best of their abilities, ensure confidentiality and privacy in regard to the history, records and discussions about the people we serve. The very fact that an individual is served by SA Youth is a confidential matter. Staff shall not disclose any information about a person served by SA Youth programs to anyone outside the organization or endorsed partnerships (must have written agreements in place addressing participant records) and release form from participants unless authorized by the Chief Executive Officer to do so. The taking or removal of participant's records is specifically prohibited.

### **SPEAKING TO THE MEDIA**

A staff member may not speak to the news media as an official or unofficial spokesperson of the organization without prior clearance from the Chief Executive Officer. Should a staff member receive a media inquiry concerning matters pertaining to SA Youth, he or she should refer the media representative to the Chief Executive Officer.

### **FRATERNIZATION WITH SA Youth CLIENTS**

There will be no contact off the premises of the SA Youth programs with the participants of the SA Youth. Participants include all minors and individuals benefiting from the services offered at the SA Youth. Contact includes but is not limited to: socializing, eating together, accompanying, and transporting any participant anywhere, with any participant off the premises of any program site that is not part an activity approved by an Authorized Officer. By accepting employment with SA Youth, employees also agree not to contact participants of the organization after their employment with the organization ends.

Employees of the SA Youth will refrain from inappropriate physical contact with the organization's participants.

### **NEPOTISM**

Nepotism – Describes a work-related situation in which there is the potential for favoritism toward a relative (such as giving a job, promotion, biased performance reviews, or more favorable working conditions) on the basis of the familial relationship.

Employees may not hold a job over which a member of their immediate family exercises supervisory authority. Immediate family includes the following: husband, wife, son, son-in-law, daughter, daughter-in-law,

father, father-in-law, mother, mother-in-law, brother, brother-in-law, sister, sister-in-law, grandparents, and grandchildren.

This policy also applies to individuals who are not legally related but who reside with another employee.

Relatives of persons currently employed by SA Youth may be hired only if they are qualified candidates and will not be working directly for or supervising a relative. If already employed, they cannot be transferred into such a reporting relationship. If the relative relationship is established after employment, the individuals concerned along with an officer of the agency shall decide who is to be transferred.

Human Resources shall investigate reports of nepotism and take appropriate action. Employees are required to disclose changes in their personal situations which may be covered by this procedure.

Supervisors or Managers may inquire about the family relationship between employees to determine the appropriateness of the working relationship under this policy.

### **DATING RELATIONSHIPS**

Dating between a supervisor and a direct report is inappropriate, and in most cases is prohibited.

### **DRESS CODE**

- *Administrative office personnel:* The dress code for administrative personnel is professional—this includes all staff assigned to the administrative building. Fridays are casual wear; however, limited to professional casual attire appropriate for visitors and/or external meetings. Blue jeans, Khaki's, or casual pants with an SA YOUTH t-shirt is allowed on Friday's.
- *Field personnel:* Due to the nature of the business of SA Youth, the dress code for program employees working *directly* with youth is casual. This includes: Khaki pants or jeans with an official SA YOUTH shirt. Pants or jeans may not be faded, torn or have holes. Site Coordinators should wear casual attire appropriate for visits and/or external meetings. Coordinators should not wear jeans unless specifically working with youth and on casual Friday's. Site Coordinators should always present themselves as professional employees.
- *Summer Field Personnel:* During the summer extended hours, program employees working *directly* with youth may wear **knee-length** khaki shorts with their official SA YOUTH shirt\*. Cut-off jeans, basketball shorts, or workout clothing is deemed inappropriate and employees may be sent home to change. (Time will not be compensated). SA YOUTH reserves the right to revoke the privilege of wearing shorts for part-time field personnel during the summer, at any time without notice if employees are routinely wearing what we deem to be unacceptable attire.
- If an employee has not been issued SA YOUTH shirts, casual shirts are allowed until the SA YOUTH shirts are issued. However, the dress should be appropriate for working with children and young adults. Clothing that displays any logos or statements that could be considered in poor taste such as the advertising of cigarettes, tobacco use and alcohol consumption is not appropriate.
- SA Youth reserves the right to prohibit any dress or article of clothing that is deemed inappropriate for working with youth by the Chief Executive Officer. Staff dressed inappropriately for SA Youth business may be told to go home for the day and/or return with a change of clothing. SA Youth staff will clock out if asked to change attire. Site Coordinators and/or supervisory level staff are authorized to send staff home if wearing inappropriate attire.
- Body piercing deviating from the standard norm is not allowed.

### **DRUG ABUSE POLICY**

SA Youth is committed to a drug-free environment. Employees are expected to report to work on time and in appropriate mental and physical condition. Under this policy, the term "drug" includes any controlled substance, illegal drug, illegal inhalant or alcoholic beverage. The term "abuse" means any illegal use of such a drug, and includes using prescribed drugs for purposes or in a manner that is not prescribed. SA Youth drug abuse policy prohibits the following activities:

- Use, possession, manufacture, distribution, dispensation, or sale of illegal drugs, or abuse of controlled substances whether on or off SA Youth premises, during working or non-working hours.
- Being under the influence of any illegal drug or illegal inhalant on any SA YOUTH premises (whether owned by SA Youth or not), while engaged in SA Youth business, in SA Youth supplied vehicles, or during working hours.
- Use, possession, sale, distribution, or being under the influence of alcoholic beverages on SA Youth premises (whether owned by SA Youth or not), in SA Youth supplied vehicles, during working hours, or during and SA Youth activity.

### **PERSONAL PROPERTY**

SA Youth is not responsible for loss, theft or damage to an employee's personal property. Only property for which a lease agreement has been signed by the employee and the CEO will be covered by the agency insurance.

### **SEXUAL MISCONDUCT POLICY**

It is the policy of the organization that sexual misconduct by personnel while performing the work of the organization is outside the scope of duties and employment and is prohibited of all personnel of the organization. All personnel must comply with applicable state and local laws regarding incidents of actual or suspected sexual misconduct.

Under this policy, the term "sexual misconduct" means any sexual conduct of personnel\* while performing the work of the organization which is unlawful or causes injury to another.

\* Personnel includes: officers, employees and volunteers of SA Youth.

### **POLICY AGAINST HARASSMENT**

Harassment will not be tolerated by SA Youth. Any form of harassment related to an employee's sex, race, color, religion, national origin, age or disability, is a violation of this policy and will be treated as a disciplinary matter. For these purposes, the term "harassment" includes, but is not limited to slurs, jokes, or other verbal, graphic, or physical conduct relating to an individual's sex, race, color, religion, national origin, age or disability.

The SA Youth wishes to emphasize that sexual harassment is illegal and will not be tolerated. Sexual harassment is defined as unwelcome, personally offensive sexual advances, requests for sexual favors and other verbal, graphic, or physical conduct of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

To file a complaint, employees should complete the "Employee Harassment Complaint Form" available in the Human Resource office. Completed forms should be turned in to an Authorized Officer.

### **POLICY AGAINST WORKPLACE VIOLENCE**

Violence, physical or threatening will not be tolerated. Any verbal or physical behavior that threatens or abuses someone should be reported immediately. Any employee found to contribute to any form of violence will be terminated.

It is the policy of SA Youth, Inc. that no guns and/or weapons of any kind are allowed on the premises (of any SA Youth site, whether the premises are owned by SA Youth or not) or at any SA Youth sponsored

event—except firearms required to participate in an official SA Youth sponsored event or activity that has received the prior authorization of the agency’s Chief Executive Officer.

### **OPERATIONAL PROCEDURES**

It is the employee’s responsibility to be familiar with and follow the operational procedures of the agency.

### **SAFETY POLICY**

It is imperative that staff members observe the following safety measures:

- If staff members notice any unsafe conditions, they should report them to their supervisors. If staff notices any unsafe activity by participants, staff members should intervene and stop participant from participating in the activity. Each employee is expected to assist SA Youth in maintaining a safe environment at all times.
- If at any time an employee believes the safety of any staff, volunteer or participant of the SA Youth is in jeopardy, he or she should contact the appropriate supervisor and SAPD, if necessary. Better safe than sorry.
- Discuss with the participant what steps to follow in the event of an accident or fire.

Employees who fail to perform their work safely or who endanger the safety of the participants may be subject to termination.

### **SMOKING POLICY**

Smoking by staff or volunteers is prohibited on or around SA Youth premises or project site (whether owned by SA Youth or not).

### **TELEPHONE POLICY**

Employees should not use business lines for excessive personal use, as deemed so by their direct supervisor or Chief Executive Officer. In addition, employees may not make personal long distance calls on the organization’s phones nor may employees receive personal faxes without prior authorization.

### **REIMBURSEMENT POLICY**

Mileage reimbursement and per diem allotment are both set at the federal rate. An Expense Report approved and signed by an Authorized Officer must accompany all requests for reimbursement. Expense Reports must be approved and submitted within thirty (30) days of expense being undertaken in order to guarantee proper and timely reimbursement. Detailed receipts must be submitted to accounting within 30 days of return from the approved training/conference.

### **ACCIDENTS & WORKERS’ COMPENSATION**

In the event of a serious injury of a participant, the employee should notify his or her supervisor immediately and take the appropriate action. Participants regardless of age are not covered by Workers’ Compensation Insurance. In the event of an injury of a paid or volunteer employee in the organization, the employee must notify his or her supervisor immediately, no matter how minor the injury. An accident report form must be completed.

We provide our paid and non-paid employees with workers’ compensation insurance. This program covers injuries sustained in the course and scope of employment at the SA Youth.

### **RETURN TO WORK**

SA Youth will make every reasonable effort to provide suitable return to work opportunities for every employee who is unable to perform his or her regular job due to a job related injury. Work assignments provided for an employee while they are recovering will be made in accordance with information provided by the employee’s doctor.

Assignments may include modifying the employee's regular job or assignments to other duties depending on the injured employee's capabilities. Only work that is considered productive and meaningful will be assigned.

### **III. TRANSPORTATION OF PARTICIPANTS**

#### **AGENCY VEHICLES**

The primary purpose of the organization's vehicles is to transport participants and to provide a means to conduct business on behalf of the agency. Due to economic constraints and liability issues, the following policies on staff use of the vehicles must be followed:

- Staff members using agency vehicles must be licensed for at least 3 years consecutively, must be at least 25 years of age (unless age 21 and granted exemption by agency insurance carrier), and must have a valid driver's license on file without any record of DUI or other serious driving offenses. Exempted drivers ages 21-24 must become qualified drivers as determined by the agency's insurance carrier and must be registered as such by the agency's insurance carrier.
- All staff must undergo two weeks of documented on-the-job training before use of any agency vehicle will be permitted.
- Staff members are responsible for any citations received while they are using the vehicles where the citation results from an act or omission on the part of the vehicle operator.
- The use of cell phones while operating an agency vehicle is prohibited.
- Drivers must use reasonable safety precautions while operating SA Youth vehicles (whether owned by SA YOUTH or not). The driver is responsible for ensuring:
  - 1) All passengers have permission slips to ride in the vehicle.
  - 2) All passengers wear safety belts and do not take them off until the vehicle reaches its destination and comes to a complete stop.
  - 3) That all traffic laws are observed during the operation of the vehicle.
  - 4) When vehicles are not in use, staff is responsible for making sure they are locked, secure, and the windows are closed.
- Staff members may not use SA Youth vehicles for personal use without the approval of an Authorized Officer.

#### **PERMISSION SLIP POLICY**

A SA Youth permission slip signed by a Parent/Guardian of each participant under age 18 is required for participation in any event held away from our program sites. This includes any activity approved by the organization, even though the event may be sponsored, and/or the youth are transported by another party. Any participant under age 18 without an official SA Youth permission slip signed by a parent or guardian will not be allowed to participate nor will he or she be transported by the SA Youth. Verbal permission is not sufficient to transport a child.

#### **TRANSPORTING PARTICIPANTS IN PERSONAL VEHICLES**

SA Youth participants may not be transported in a staff member's personal vehicle without the prior written authorization of the Chief Executive Officer.

### **IV. EMPLOYEE BENEFITS**

#### **HOLIDAYS**

Full-Time employees receive the following paid holidays upon employment:

1. New Year's Day
2. Martin Luther King Jr. Day
3. Good Friday
4. Memorial Day
5. Independence Day
6. Thanksgiving Day

7. Day after Thanksgiving
8. Labor Day
9. Christmas Eve
10. Christmas Day
11. Christmas Holiday (before or after, depending on calendar)
12. Personal Holiday (full-time only)

Full-time staff is paid the equivalency of one work day for the above-listed holidays. On days that the organization is closed for services only for non-holidays, employees may be asked to work and will not be paid holiday pay. Part-time staff is not paid holiday pay.

To be eligible for holiday pay, the full-time employee must work the day before or following the holiday. Holiday pay is afforded to full-time employees only. Holidays not **observed** by SA Youth during the business work week (Mon – Fri) will not be paid as holidays.

### **INSURANCE**

SA Youth provides Health Insurance coverage for full-time employees only (40 hours or more per week). Employees should refer to their benefits manuals for more information. We provide our employees with Workers' Compensation Insurance. This program covers injuries sustained in the course and scope of employment at the SA Youth.

### **JURY DUTY**

The jury duty policy applies to all full-time and part-time employees except "seasonal" (defined as those hired for extended summer or winter break employment) or temporary employees. Jury duty is the responsibility of each person as a citizen. SA Youth encourages employees to fulfill that civic responsibility to the best of their ability. Employees should notify their supervisor as soon as a jury duty summons is received. A court certificate that indicates dates of attendance must be submitted if the employee will miss work. SA Youth will pay for work missed in conjunction with serving jury duty, up to three workdays per year. To receive jury duty pay or any other benefit pay, employees must return to work following jury duty.

### **LUNCH/BREAK POLICY**

Employees who work six (6) hours or more shall take a one-hour, non-paid break. Employees who work less than six hours may receive a 15-minute, paid break.

### **NONPAID LEAVE**

Requests for time off must be approved in writing by one's supervisor at least two weeks in advance. Requests are not automatically approved. Final determinations for leave requests are vested in the Chief Executive Officer.

### **SICK LEAVE**

Sick leave is a benefit provided by the SA YOUTH to only full-time (40 or more hours per week) hourly or salaried employees to help out with legitimate individual employee and/or immediate family sickness.

Only full-time hourly or salaried employees may take paid sick/excused days from 90 days of employment onward – up to five (5) days taken in increments of ½ days only—during a one year period. The Chief Executive Officer makes final decisions regarding excused sick days and payment thereof.

Part-time and temporary employees do not receive sick leave.

Sick leave is not carried over. A maximum of 2 days (16 hours) may be rolled over and must be used within 3 months. Upon resignation or termination of employment, SA Youth does not reimburse employees for sick time not take.

To receive sick pay or any other benefit pay, employees must return to work.



FMLA (Family and Medical Leave Act): to be eligible, an employee must have worked at least 1250 hours within the last 12 months; has to have worked at least a 12 months total time for SA Youth; and be employed at a facility at which at least 50 employees are employed within a 75-mile radius. The reason for the absence must be the serious medical condition of the employee or of a member of the employee's *immediate* family, or else the birth or adoption of a child or the placement of a foster child in the home. SA Youth can make up to 12 weeks of paid and/or unpaid leave (depending on available sick/vacation time) during a year available to such an employee. The leave can be all at once or intermittent, but even intermittent leave (by hours) all goes toward the 12-week limit.

**VACATION TIME**

Vacation time is provided for eligible employees in good standing and, as such is not required by law. The following schedule outlines eligible vacation pay:

**VACATION SCHEDULE FOR FULL-TIME EMPLOYEES**

<b>MORE THAN</b>	<b>LESS THAN</b>	<b>VACATION DAYS</b>
6 months	1 yr	3 days
1 year	2 yrs	7 days
2 years	4 yrs	10 days
4 years	6 yrs	12 days
6 years	10 yrs	15 days
10 plus years		20 days

Only full-time hourly or salaried employees may take paid vacation time from one year onward – to be taken in increments of ½ days only.

Part-time and temporary employees do not receive vacation pay.

Vacation time does not accrue and may not be carried over to the following year. All vacation time must be arranged in advance with the Chief Executive Officer and is not automatically approved. At least two weeks notice is required. Employees must return to work to receive vacation pay.

Upon resignation or termination of employment, SA Youth does not reimburse employees for vacation time not taken. To receive vacation pay or any other benefit pay, employees must return to work following vacation, sick or holiday leave. Vacation time may not be transferred or carried over, nor may employees be paid in lieu of taking vacation time.

**RETIREMENT PLAN**

After one year continuous employment during which the employee worked 1,000 hours or more, employees ages 21 or older may elect to participate in an employer-sponsored retirement plan. Funding permitting, the organization will match employee's contributions dollar for dollar up to 5% of the employee's gross wages. Vesting periods are defined as followed: 1 year up to 2 years of continuous employment – 20%; greater than 2 years up to 3 years continuous employment – 40%; greater than 3 years up to 4 years continuous employment – 60%; greater than 4 years up to 5 years continuous employment – 80%; greater than 5 years continuous employment – 100%. Refer to retirement plan for additional requirements and limitations.

**TUITION ASSISTANCE**

**Executive Employee Educational Assistance Plan**

An Executive-level employee, after five (5) years employment, is eligible to participate in the EEEAP. The program may cover up to 25% of the costs (tuition & fees and the cost of books only) associated with graduate level, degree-seeking coursework (must be relevant to the employee's position with the agency) as approved by the CEO. Employees participating in the program agree that should they leave the agency of their own accord within two years of receiving a funds check, the employee must pay back those funds to the agency.

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.7. Supplemental HR Forms

**Attachment O.7**

**Supplemental Human Resources  
Information Forms**

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: CEO/Superintendent Reports to: Charter Holder Board of Directors

Salary Range: \$125,000 (% will be cost allocated)

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

mileage/auto, phone/internet, health, life, dental, disability and 401K

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 125 In year five: 200

**Minimum Qualifications Required:**

Education Required: Bachelors Degree. Master's Degree in public administration, leadership or business preferred.

Experience Required: Successful leadership experience working with at-risk students in an academic setting. Experience working with budgets and knowledge of federal and state grant compliance. Excellent organizational development, interpersonal, marketing, communication, admin skills

Certification Required: None

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at <http://mansfield.tea.state.tx.us/TEA.AskTED.Web/Forms/Home.aspx>. Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	1015915	San Antonio	100,159	\$142,381-270,000
Northeast ISD	1015910	San Antonio	67,361	\$163,792-296,105
San Antonio ISD	1015907	San Antonio	54,265	\$266,494-283,001

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: CEO/Superintendent Reports to: Charter Holder Board of Directors

Job Duties: List up to 10 key duties this individual will perform.

1. Oversees the administration of the academy and ensure compliance with all federal and state guidelines
2. Provides high quality, data driven leadership towards the short and long term goals of the academy
3. Communicates the vision and creates a culture of excellent and promote unity for staff, students and parents.
4. Recommends policies to the board for adoption
5. Ensures that reports required by the governing board, state and federal agencies and grantors are submitted accurately, timely
6. Ensures that academy facilities are maintained and safe for all.
7. Monitors grievances and communicates the grievances and process to the governing board
8. Approves all TEA submissions.
9. Fosters an environment of high expectations, excellence and respect for all staff, parents, and students.
10. other duties as assigned

**If a charter is awarded, this document becomes part of the original application. Changes to this information must be documented in the minutes of an open meeting of the charter holder board.**

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Principal Reports to: CEO/Superintendent

Salary Range: \$85,000

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health benefits, retirement benefits, and cell phone allowance

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: Master's Degree required

Experience Required: 3-5 years experience teaching or other school experience  
Previous school leadership experience. Experience in school start-up or restructuring  
Experience working with at-risk students

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at [http://mansfield.tea.state.tx.us/TEA\\_AskTED.Web/Forms/Home.aspx](http://mansfield.tea.state.tx.us/TEA_AskTED.Web/Forms/Home.aspx). Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$97,893-107,450
Northeast ISD	015910	San Antonio	67,361	\$111,905-119,256
San Antonio ISD	015907	San Antonio	54,265	\$98,611-1116,658



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Supplemental Human Resources Information Form  
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Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Principal Reports to: CEO/Superintendent

Job Duties: List up to 10 key duties this individual will perform.

1. Effectively use student achievement data to continually refine and improve the academic program
2. Hire, evaluate, train and retain a highly skilled professional staff.
3. Review and amend discipline policies and standards for implementing those policies
4. Coordinate, with Instructional director the plans for communicating student progress with parents
5. Oversee fiscal management of the school and assist the Finance Director with creating a yearly budget
6. Provide strategic leadership for school improvement and development
7. Ensure academy complies with all state requirements for operating a charter school
8. Provide oversight for curriculum selection
9. Work in partnership with YouthBuild staff to integrate YouthBuild pathway programs
10. Recruit and retain students who have dropped out or at risk of dropping out and ensure enrollment projections are met

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**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Finance Director Reports to: Principal

Salary Range: \$58,000

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health Benefits and Retirement Benefits

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: BA in Business with emphasis in Finance or BA in accounting, CPA preferred.

Experience Required: School finance preferred, experience with nonprofit finance.  
At least 5-7 years of successful experience in business or finance.  
Computer Literacy.

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at [http://mansfield.tea.state.tx.us/TEA\\_AskTED.Web/Forms/Home.aspx](http://mansfield.tea.state.tx.us/TEA_AskTED.Web/Forms/Home.aspx). Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$53200-80943
Northeast ISD	015910	San Antonio	67,361	\$119000-140000
San Antonio ISD	015907	San Antonio	54,265	\$100423-111024

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

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Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Finance Director Reports to: Principal

Job Duties: List up to 10 key duties this individual will perform.

1. Develops and manages budget in accordance to campus plan/targets.
2. Provide reports (financial statements) on academy's financial standing as required by governing board
3. Executes procurement through payment procedures on behalf of the school in accordance with all applicable laws
4. Works in partnership with Principal to meet budget goals.
5. Maintains accurate accounting records in accordance with TEA guidelines and generally accepted accounting principles.
6. Works with SA Youth staff (HR department) to facilitate payroll and staff benefits
7. Responsible for the keeping and storing of academy's financial records.
8. Model moral and ethical practices that set an example for other members of administration.
9. Prepares, with superintendent, annual budget and recommendations to the board
10. Coordinates yearly financial audits

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**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity:

Enter the name of the proposed charter school:

Position:  Reports to:

Salary Range:

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Proposed Location (City and County):

Number of Students anticipated in year one:  In year five:

**Minimum Qualifications Required:**

Education Required:

Experience Required:

Certification Required:

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at <http://mansfield.tea.state.tx.us/TEA.AskTED.Web/Forms/Home.aspx>. Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students	
			Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$84,030-92,869
Northeast ISD	015910	San Antonio	67,361	\$84,139-98,647
San Antonio ISD	015907	San Antonio	54,265	\$63,054-71,695

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Supplemental Human Resources Information Form  
(MUST be typed)**

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Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Instructional Director (VP) Reports to: Principal

Job Duties: List up to 10 key duties this individual will perform.

1. Provide leadership to staff with integrity keeping students as priority.
2. Coach teachers on instructional delivery and methods.
3. Ensure state and federal guidelines compliance: testing/EOC, special education services, curriculum alignment to TEKS
4. Review and order curriculum
5. Work in partnership with YouthBuild staff to create opportunities in the community for student endorsement enrichment
6. Create and communicate academic progress reporting systems for use with students, parents, instructors and boards
7. Serve on the SA Youth YouthBuild Academy Community Task Force
8. Work closely with principal to communicate successes and needs of students to ensure success and progress
9. Serve as liaison to parents and community
10. other duties as assigned

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**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity:

Enter the name of the proposed charter school:

Position:  Reports to:

Salary Range:

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Proposed Location (City and County):

Number of Students anticipated in year one:  In year five:

**Minimum Qualifications Required:**

Education Required:

Experience Required:

Certification Required:

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at <http://mansfield.tea.state.tx.us/TEA.AskTED.Web/Forms/Home.aspx>. Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students	
			Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$21,568-41,547
North East ISD	015910	San Antonio	67,361	\$21,771-32,310
San Antonio ISD	015907	San Antonio	54,265	\$28,992-38,660



**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Enrollment Coordinator Reports to: Principal

Job Duties: List up to 10 key duties this individual will perform.

1. Manage incoming admissions document and records
2. Guide students through the enrollment process
3. Provide information to parents/families of enrolling students
4. Provide general assistance with orientation and registration activities
5. Provide guidance to students and parents in filling out application.
6. Assist in the recruiting process
7. Collaborate with other staff to assist prospective students in advising appointments
8. Assist with initial processing and data entry of admissions applications
9. Assist with updating of student records
10. Assist with answering phones

**If a charter is awarded, this document becomes part of the original application. Changes to this information must be documented in the minutes of an open meeting of the charter holder board.**

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Testing/Placement Coordinator Reports to: Instructional Director

Salary Range: \$34,000

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health benefits and retirement benefits

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: Bachelors degree

Experience Required: Experience working with low income and minority students  
Experience in testing and placement in school setting

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at [http://mansfield.tea.state.tx.us/TEA\\_AskTED.Web/Forms/Home.aspx](http://mansfield.tea.state.tx.us/TEA_AskTED.Web/Forms/Home.aspx). Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students	
			Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$69,133-82,323
Northeast ISD	015910	San Antonio	67,361	\$72,226-81,590
San Antonio ISD	015907	San Antonio	54,265	\$44,586-48,576

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity:

Enter the name of the proposed charter school:

Position:  Reports to:

Job Duties: List up to 10 key duties this individual will perform.

1.
2.
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**If a charter is awarded, this document becomes part of the original application. Changes to this information must be documented in the minutes of an open meeting of the charter holder board.**

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: PEIMS Coordinator Reports to: Finance Director

Salary Range: \$34,000

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health benefits and retirement benefits

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: High School Diploma, some college required, BA in computer science preferred

Experience Required: Use of coding systems in school settings preferred  
Competence in collecting and entering data to a computer system.  
Computer Literacy in word processing, spreadsheets, and data bases.

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at [http://mansfield.tea.state.tx.us/TEA\\_AskTED.Web/Forms/Home.aspx](http://mansfield.tea.state.tx.us/TEA_AskTED.Web/Forms/Home.aspx). Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students	
			Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$26,329-44,035
Northeast ISD	015910	San Antonio	67,361	\$21,193-32,065
San Antonio ISD	015907	San Antonio	54,265	\$18,589-36264

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: PEIMS Coordinator Reports to: Finance Director

Job Duties: List up to 10 key duties this individual will perform.

1. Collect and enter all data required for PEIMS submission.
2. Edits report and verifies data to ensure accuracy of information.
3. Attends regional PEIMS workshops
4. Verify and submit data to TEA (Texas Education Agency); submit corrections accordingly.
5. Provide training for staff responsible in processing PEIMS data.
6. Attend PEIMS workshops and share new information with campus staff and administration.
7. Establishes reporting timelines between departments responsible for PEIMS data.
8. Compiles, updates, and files all required reports, records, and other documents.
9. Maintains accurate and auditable records.
10. Submits six weeks attendance report to TEA

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**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity:

Enter the name of the proposed charter school:

Position:  Reports to:

Salary Range:

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Proposed Location (City and County):

Number of Students anticipated in year one:  In year five:

**Minimum Qualifications Required:**

Education Required:

Experience Required:

Certification Required:

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at <http://mansfield.tea.state.tx.us/TEA.AskTED.Web/Forms/Home.aspx>. Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$44,387-98,001
Northeast ISD	015910	San Antonio	67,631	\$46,440-79,549
San Antonio ISD	015907	San Antonio	65,265	\$52,342-57,321



**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Special Education Coordinator Reports to: Instructional Director

Job Duties: List up to 10 key duties this individual will perform.

1. Directs/manages Special Education programs to meet students' needs.
2. Develops testing schedule.
3. Assists in ensuring that findings from testing are used to create new and appropriate goals for students.
4. Encourages the use of technology and assists teachers and students with any pilot programs.
5. Plans ahead and provide staff with proper time and materials to accomplish educational goals.
6. Manages special education referral process and makes recommendations when added external services are required
7. Facilitate and monitor ARDs. (Annual, Review, and Dismissal)
8. Participate/facilitate meetings where placement of an individual student is determined
9. Ensures that student needs are met through appropriate instructional learning strategies, activities, and materials
10. Complies with all state and federal laws.

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**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Instructor Reports to: Instructional Director

Salary Range: \$44,000

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health benefits and retirement benefits

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: Bachelor's degree required

Experience Required: 2-3 years classroom experience

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at [http://mansfield.tea.state.tx.us/TEA\\_AskTED\\_Web/Forms/Home.aspx](http://mansfield.tea.state.tx.us/TEA_AskTED_Web/Forms/Home.aspx). Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$49195-49530
Northeast ISD	015910	San Antonio	67,361	\$47284-58974
San Antonio ISD	015907	San Antonio	54,265	\$48200-48350

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity:

Enter the name of the proposed charter school:

Position:  Reports to:

Job Duties: List up to 10 key duties this individual will perform.

1.
2.
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**If a charter is awarded, this document becomes part of the original application. Changes to this information must be documented in the minutes of an open meeting of the charter holder board.**

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Instructor's Aide Reports to: Instructor

Salary Range: \$24,960

List any other potential form of remuneration (i.e., car allowance, cell phone, memberships, travel or housing allowance, etc...) to be given to the individual in this position. In none, please state N/A.

Health and retirement benefits

Proposed Location (City and County): San Antonio, Bexar County

Number of Students anticipated in year one: 120 In year five: 200

**Minimum Qualifications Required:**

Education Required: High Dipoloma, some college preferred.

Experience Required: At least 1 years experience working in the school setting  
Experience working with at-risk youth  
Excellent oral and written communication skills

Certification Required: none

Complete the following using information gathered from three different traditional districts comparable in size, student make-up, and location. A traditional district is identified by the abbreviation ISD or CISD. County district numbers may be accessed on line through the Texas Education Directory found at <http://mansfield.tea.state.tx.us/TEA.AskTED.Web/Forms/Home.aspx>. Additionally, traditional districts **will not** have an eight as the fourth digit in the county district number (CDN).

Name of District	CDN	Located in (City)	# of Students Served	Salary Range
Northside ISD	015915	San Antonio	100,159	\$17,735-26,330
Northeast ISD	015910	San Antonio	67,361	\$20,077-46,440
San Antonio ISD	015907	San Antonio	54,265	\$15,592-25,061

**Nineteenth Generation Open-Enrollment Charter Application  
Supplemental Human Resources Information Form  
(MUST be typed)**

**ANY areas left blank will result in the application being deemed "INCOMPLETE" during the review process.**

Enter the name of the sponsoring entity: SA Youth

Enter the name of the proposed charter school: SA Youth YouthBuild Academy

Position: Instructor's Aide Reports to: Instructor

Job Duties: List up to 10 key duties this individual will perform.

1. Work closely with instructor to provide prep work and administrative functions.
2. Promote a "can do" environment for students
3. Attend all professional training opportunities
4. Prepare learning materials as required by instructor
5. Assist in classroom set up and tear down.
6. Engage students and provide basic assistance and explanations
7. Serve on the community task force
8. Assist instructor with presentations, talks and activities
9. Communicate effectively with parents, students and community members
10. Perform other duties as assigned

**If a charter is awarded, this document becomes part of the original application. Changes to this information must be documented in the minutes of an open meeting of the charter holder board.**

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.8. Community Support



## **Attachment O.8**

### **Community Support**

**Student Interest Forms**

Partnership Letter

## SA Youth YouthBuild Academy STUDENT INTEREST FORM

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - everything

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: ~~nothing~~ Criminal Justice

What I liked least about the plan – if you have any concerns/reservations, please explain below:

nothing

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked  
to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: PC \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked  
to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

## SA Youth YouthBuild Academy STUDENT INTEREST FORM

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked  
to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - everything, sports

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: Receptionist

What I liked least about the plan – if you have any concerns/reservations, please explain below:

Students Acting like kids

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked  
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**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: Automotive \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.



**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - every thing

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: Arts; Development; Health careers

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll? \_\_\_\_ YES \_\_\_\_ NO

The names and demographic information have been blocked to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain -

The staff - they are very helpful and understanding!

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another:

Music

What I liked least about the plan - if you have any concerns/reservations, please explain below:

The thing I least liked was the long hours.

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll? \_\_\_\_ YES \_\_\_\_ NO

The names and demographic information have been blocked  
to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

## SA Youth YouthBuild Academy STUDENT INTEREST FORM

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

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If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: Child Development, Health

What I liked least about the plan – if you have any concerns/reservations, please explain below:

N/A

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.



**SA Youth YouthBuild Academy**  
**STUDENT INTEREST FORM**

What I liked most about the plan for the SA Youth YouthBuild Academy:

- Opportunity to earn high school diploma
- Job training and certification
- Earning credits towards high school graduation for job training
- Classroom Plan
- Other: Please Explain - \_\_\_\_\_

If I were to attend the Academy, which Career Endorsement would I likely choose?

- Construction
- Culinary Arts
- Technology
- Child Development
- I'd like to suggest another: \_\_\_\_\_

What I liked least about the plan – if you have any concerns/reservations, please explain below:

WE CAN'T GO OFF CAMPUS

If the SA Youth YouthBuild Academy were to open tomorrow, would I enroll?  YES  NO

The names and demographic information have been blocked  
to protect privacy rights and to ensure compliance with FERPA.

This form is solely for the purpose of demonstrating interest in enrolling at a proposed Charter High School: **SA Youth YouthBuild Academy**. Signing does not obligate the student to attend or enroll in the academy nor does it guarantee admission in the event SA Youth is granted a Charter School award with a proposed opening date of FALL 2015.

Parents/guardians and students should understand that SA Youth is filing an application to open a Charter School and the application has not been presented nor approved to date.

Partnership Letter with the RK Group  
(Rosemary Kowalski) in support of the  
Culinary training program

### LICENSE OF USE OF NAME

This License of Use of Name (this "License") is made between:

**RK GROUP:** CATERING BY ROSEMARY, INC., sometimes doing business as The RK Group  
1220 E. Commerce Street  
San Antonio, Texas 78205  
Attention: Greg W. Kowalski, President

**SA YOUTH:** SA YOUTH  
P. O. Box 7844  
San Antonio, Texas 78207-0844

In consideration of the mutual covenants contained in this License, SA YOUTH and RK GROUP agree as follows:

1. Term. The term of this License shall begin on the Effective Date and shall expire upon the termination or discontinuance of SA YOUTH's Culinary Arts Pathway - Strategic Plan, unless sooner terminated in accordance with the provisions of this License (the "Term").
2. License.
  - A. Subject to the terms and conditions of this License, RK GROUP hereby grants to SA YOUTH a non-exclusive, non-transferable, non-assignable, royalty-free, revocable license to use the name "Rosemary's Kitchen" (the "Trade Name") for the kitchen facilities located at Cooper Academy, 1700 Tampico, San Antonio, Texas 78207 in connection with the Culinary Arts Pathway - Strategic Plan. SA YOUTH acknowledges that RK GROUP is the exclusive owner of the Trade Name. SA YOUTH acknowledges the rights and interests of RK GROUP in such Trade Name, and SA YOUTH hereby assigns to RK GROUP all right, title and interest SA YOUTH may be deemed to have in the Trade Name as a result of this License (and any intellectual property rights therein). All use of the Trade Name and the goodwill generated thereby will inure to the benefit of RK GROUP. Upon expiration or earlier termination of this License, SA YOUTH will cease all use of the Trade Name. If it becomes advisable at any time, in the sole judgment of RK GROUP, to modify any use of the Trade Name, SA YOUTH agrees to promptly comply with the written direction of RK GROUP.
  - B. SA YOUTH will submit each proposed use of the Trade Name to RK GROUP for approval. RK GROUP may approve or disapprove the proposed use of the Trade Name. All approvals granted in accordance herewith shall (i) be valid solely during the term specified by RK GROUP (or if no such term is specified, during the Term), and (ii) be limited to the specific purpose for which approval was sought and received. All such uses shall be in accordance with any reasonable written procedures and guidelines provided by RK GROUP from time to time.
  - C. RK GROUP specifically reserves the right, without limitation throughout the world, to license its products, services, and intellectual property to any third party. All rights not expressly granted by RK GROUP to SA YOUTH herein are reserved.
3. Materials. SA YOUTH shall be solely responsible for (a) any signs displaying the Trade Name and the maintenance of all such signage and displays, and (b) obtaining and maintaining all approvals required, directly or indirectly, in connection therewith.
4. Termination of License. Notwithstanding anything to the contrary in this License, and in addition to any termination rights provided for elsewhere herein or therein, this License will terminate as follows:
  - A. By mutual consent in writing of SA YOUTH and RK GROUP.

- B. Immediately, in the event of a breach by either party of a term of this License
- C. By either party, for its convenience and without cause, upon at least thirty (30) days' prior, written notice to the other party.

If SA YOUTH or RK GROUP terminates this License, SA YOUTH shall discontinue use of the Trade Name in all respects.

5. Assignment. This License may not be assigned or otherwise transferred by either party, in whole or in part, without the other party's prior written approval.

6. Miscellaneous.

A. Governing Law. This License has been executed and shall be performed in the State of Texas, and the laws of the State of Texas, other than such laws, rules, regulations and case law that would result in the application of the laws of a jurisdiction other than the State of Texas, shall apply to this License.

B. Counterparts. This License may be signed in counterparts that, together, shall constitute one and the same License. Delivery of an executed counterpart of a signature page to this License by facsimile or other electronic means (e.g., electronic mail or PDF) shall be effective as delivery of a manually executed counterpart to this License.

C. Entire Agreement. This License is the entire agreement of the Parties with respect to the subject matter hereof and replaces all prior or contemporaneous agreements or discussions between the Parties.

IN WITNESS WHEREOF, the Parties have executed this License as of the date written below.

AGREED TO AND ACCEPTED:

SA YOUTH

By: [Signature]  
Name: Stacy Hildebrand  
Title: COO  
Date: 1/16/2012

AGREED TO AND ACCEPTED:

THE RK GROUP

by: [Signature]  
Name: Greg A. Kowalski, President  
Date: 1-20-2012

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.9. Startup Plan

**SA Youth YouthBuild Academy  
Start-Up Plan  
April 1, 2015 – August 31, 2015**

<b>Task</b>	<b>Position(s) Responsible</b>	<b>Timeline or Due Date</b>	<b>Notes</b>
Develop Hiring Committee for Leadership Positions (Instructional Director and Finance Director)	Principal	4/1-4/3	To include CEO, at least one board member, YouthBuild Director, and Planning Consultant. The Principal will head the committee
Select and Engage Services for Consultants/Coaches	Principal, Planning Committee, CEO/Superintendent	4/1-4/10	Bids, interviews and engagement of services
Partner Meetings	Principal	4/1-8/31 (ongoing)	New and existing
Fundraising/Securing grants	CEO/Superintendent SA Youth Grants Director	4/1-8/31 (ongoing)	
Place Ads for Leadership Positions	Principal	4/3-4/5 (due date 4/10)	
Purchase technology equipment/furniture	Principal	4/6-4/24	For 3 leadership team members; following procurement procedures
Place Ads for Fall 2015 Instructor Positions	Principal	4/5-4/17 (due date 4/24)	Full-time Classroom Instructors
Selection Process for Leadership Positions	Hiring Committee	4/13-4/24	
Personnel Policies Updates	Legal Consultant Board Policies Committee	By 4/15 for approval at 4/23 Board meeting	

<b>Task</b>	<b>Position(s) Responsible</b>	<b>Timeline or Due Date</b>	<b>Notes</b>
By-Laws Updates	Legal Consultant Board Policies Committee	By 4/15 for approval at 4/25 Board meeting	These will have already been introduced at January meeting
Board Development Retreat Planning	Principal CEO/Superintendent	4/20-4/30	
Student Recruitment	Principal Academy Staff	5/1 – 7/31 (on-going)	
Instructional Director and Finance Director Begin	Principal SA Youth HR Department	5/4	
Place Ads for Support Staff Positions	Principal	5/8 – 5/17 (due date 5/22)	Enrollment Coordinator, PEIMS Coordinator, Testing/ Placement Coordinator
Selection Process for Instructor Positions	Instructional Director Principal	6/1-6/12	Full-time Classroom Instructors; made for August start date
Board Development Retreat	Principal CEO/Superintendent	May	A Weekend (Friday & Saturday) will be selected
Selection Process for Support Staff Positions. Selection process for Special Ed. Coordinator	Leadership Team	6/1-6/12	Enrollment Coordinator, PEIMS Coordinator, Testing/ Placement Coordinator
Furniture and Equipment Bids	Finance Director SA Youth COO	By 6/2 for approval at 6/25 Board Meeting	Following procurement procedures
IT Contractor Bids	Finance Director SA Youth COO	By 6/2 for approval at 6/25 Board Meeting	For wiring, installation, and network configuration; following procurement procedures
Space Agreement With SA Youth	Legal Consultant CEO/Superintendent	By 6/2 for approval at 6/25 Board Meeting	For space and associated costs for Year One



Transportation Agreement With SA Youth Fleet Services	Legal Consultant CEO/Superintendent	By 6/2 for approval at 6/25 Board Meeting	For field trips
<b>Task</b>	<b>Position(s) Responsible</b>	<b>Timeline or Due Date</b>	<b>Notes</b>
Website Development Bids	Principal	By 6/2 for approval at 6/25 Board Meeting	Academy website with Student Portal
Accounting & PEIMS Systems Research and Recommendation	Finance Director	By 6/2 for approval at 6/25 Board Meeting	Finances will be tracked in SA Youth accounting system and then converted
Finance Policy Updates	Finance Director Board Finance Committee	By 6/2 for approval at 6/25 Board Meeting	
Curriculum – Research and Final Selection of Online Vendor	Instructional Director	By 6/2 for approval at 6/25 Board Meeting	
Design for Classroom Electives	Instructional Director	June - July	
Design for Endorsements (Career Paths)	Instructional Director	June - July	
Contractor Recruitment	Instructional Director	June - July	Adjunct Instructors
Support Staff Begins and Special Ed Coordinator	Leadership Team SA Youth HR Department	7/1	Enrollment Coordinator, PEIMS Coordinator, Testing/ Placement Coordinator
Space Set-Up	Finance Director SA Youth COO	July	
Accounting System Set Up	Finance Director	By 7/17	
PEIMS System Set Up	PEIMS Coordinator Finance Director	By 7/24	
Student Enrollment	Enrollment Coordinator Principal	July – August	

Website Development	Contractor	Live by 7/31	
Instructors Begin	Instructional Director	8/3	
<b>Task</b>	<b>Position(s) Responsible</b>	<b>Timeline or Due Date</b>	<b>Notes</b>
Instructor Training/Professional Development	Instructional Director	August	Model, Online Program, Electives, Referral Agents, Classroom/Behavior Management, etc

Nineteenth Generation Open-Enrollment Charter School RFA

## Attachment O.10. Superintendent Documents

**ATTACHMENT O.10**  
**SA Youth CEO/Superintendent**

**Roles and Responsibilities**

The CEO/Superintendent will be responsible for directing and leading a healthy nonprofit organization that sustains a well-resourced budget to meet the mission of the organization and its annual goals and objectives.

**Qualifications**

The CEO/Superintendent of SA Youth and the SA Youth YouthBuild Academy should possess an impressive track record of leadership, fundraising, political and community connections, and management skills in the nonprofit education community.

The preferred criteria for the CEO/Superintendent includes a strong connection to the current position of charter schools in the education community, experience in developing an organization that is responsive to the changing needs and opportunities of youth education programs and research-based innovations, experience in accessing government funding, experience in cultivating foundation and corporate financial support for youth education programs, and a proven track record of managing a nonprofit in compliance with state and federal legal requirements.

The SA Youth Board will evaluate the CEO/Superintendent annually. The CEO/Superintendent will be evaluated on the following performance measures, which will be revised by the Board as needed:

- Implementation of policies determined by the SA Youth Board
- Performance of job responsibilities
- Overall effectiveness
- Achievement of the agency's educational goals
- Maintaining a fiscally sound charter school, including a balanced budget

If the CEO/Superintendent disagrees with the substance of an evaluation, he/she will have the opportunity to provide a written objection, which will be included in his/her personnel file.

The CEO/Superintendent will be Cynthia Le Monds, M.P.A. Cynthia Le Monds is a recognized leader in the movement to improve opportunities for out-of-school time education and drop-out recovery opportunities available to youth who have not been well-served by the traditional education system.

# Cynthia Le Monds

PO Box 7844 • San Antonio, Texas 78207  
Wk: (210)223-3131 ext. 209 • Cell: (210)379-3417  
Email: [cynthia@sanantonioyouth.org](mailto:cynthia@sanantonioyouth.org)

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An accomplished nonprofit executive with more than 20 years of organizational growth, management and leadership, I have led large and small teams driven toward success. Providing rigorous team development using a participatory leadership style, I have built a solid reputation for developing high-quality programs and services for San Antonio's most disadvantaged populations. I am personally and professionally committed to assisting in the development of the children and youth—so each and every one may define and live out his or her dreams—in pursuit of a better life and community.

## Core Competencies and Key Attributes

Driven • Mission-Oriented • Focused • Poised Speaker • Effective Writer • Talented Artist  
• Strategic Thinker • Trustworthy • Energetic • Persuasive

## Education

- M.P.A.—Public Administration Department—St. Mary's University—2008—*Dean's List*, 3.75/4.00
- B.A.—Political Science—St. Mary's University—*Magna Cum Laude*, President's Scholar, *Dean's List*, 3.86/4.00
- Studied Law—University of Arkansas School of Law—*IOLTA Scholar*, *Dean's List*, 3.50/4.00, Rank #9
- Certification in Nonprofit Management and Leadership—University of Texas at San Antonio

## Career Experience

### Chief Executive Officer • SA Youth—San Antonio, Texas—July 1999-Present

- Grew organization from \$90,000 budget to \$6.5 million annually and expanded from one to 18 locations.
- Expanded Board membership from eight to 21, plus eight advisory board members.
- Successfully secured more than \$45 million in government grants and contracts: \$9 million grant from TEA (2011); \$7 million grant from TEA (2008); four multi-year, multi-million grants from HUD and Department of Labor (2003, 2006, 2008, 2013); \$14 million grant from US Department of Education for SAISD (2011); \$1 million from US Department of Education (PEP, 2005); and \$1 million annually from US Department of Agriculture; among numerous others.
- Brought agency from four paid staff to more than 200.
- Launched and managed six AmeriCorps awards that placed more than 150 young people in community service opportunities leading to college awards.
- Created YouthBuild San Antonio—an education, leadership and job training program for drop-outs.
- Helped start the Mission Verde Center, a unique green jobs training and sustainability center, featuring a re-use store, community gardens, solar panels, solar-powered home, and retrofitted energy-efficient facility.
- Developed YouthBuild Verde Homes, an innovative nonprofit construction company that builds sustainable homes for low-income families in distressed neighborhoods
- Initiated several new programs including: SA Fit!, Save the Music, Youth Getaways, SAReads, and others.

As chief professional officer, I manage organizational functions, including personnel, facilities, fund-raising, strategic planning, finances, and volunteers. Working with a board team of 21 and staff, I oversee four major fund-raising events annually and the implementation of the five-year strategic plan. I directly lead senior officers and several program directors that carry out day-to-day operations. Maintaining positive relationships and affiliations with YouthBuild USA and United Way are integral part of my responsibilities.

### Program Director • Jefferson Area Ministries—San Antonio, Texas—1998-1999

Ran all aspects of nonprofit youth center serving 250 youth during the out-of-school time hours (after school and evening programs, weekend programs, and summer camps). Managed four staff and 90+ volunteers, including senior volunteers. Developed critical partnerships with schools and districts and maintained five memorandums of understanding with churches. Directed all day-to-day activities, including developing new programs.

### Development Director • SA Youth—San Antonio, Texas—1996-1998

Directed all fund-raising programs and activities, including grant proposal writing, special events, in-kind donations, major donor cultivation and tracking; gift acknowledgements; capital and annual campaigns.

### Assistant Executive Director • SA Youth—San Antonio, Texas—1994-1995

Served as second-in-command, overseeing programs, administration, finances and volunteers.

Customer Service Manager (CSR) Manager • **United Parcel Service—San Antonio, Texas—1994-1995**  
Oversaw customer service staff and provided customer service to UPS customers.

Night Supervisor • **American Communications Exchange—San Antonio, Texas—1993-1994**  
Managed night operations, overseeing incoming and outgoing calls, customer relations, data systems, and reporting. Maintained rank consistently as "Tier One" operator, recognition for quality customer relations and high call volume.

Assistant Manager • **Taco Bell—Monticello, Arkansas—1993**  
Supervised crew leaders and shift staff, including scheduling, floor operations, and cash systems.

Staff Trainer/Operator • **Message Centers of America—Houston, Texas—1991-1992**  
Implemented training programs for new operators. Took incoming and outgoing calls. Received recognition as "Operator of the Month" 12 months consecutively, taking the greatest number of customer calls and receiving the highest number of customer compliments.

Activity Coordinator • **Dumas Nursing Center—Dumas, Arkansas—1990**  
Coordinated all social, recreational, and learning programs for senior residents. Organized volunteers, activity calendar, and reading clubs.

### **Professional Affiliations & Honors**

Greater San Antonio Chamber of Commerce; Business and Professional Women of Texas; Association for Fund-Raising Professionals; San Antonio Nonprofit Council; *San Antonio Business Journal* 40 Under 40 Rising Star; IPAC Extra Mile Award (2013, 2011).

### **Volunteer & Community Service Experience**

- Volunteer Rape Victims Advocate—Rape Crisis Center—1994-1995
- Child Advocate—Child Advocates San Antonio (CASA)—1993-1995
- Ordinance Writer—Sources Independent Living Center for Handicapped Persons—1996-1997
- Scholarship Committee—St. Mary's University, Generations Federal Credit Union, Firstmark Federal Credit Union
- Volunteer Huntmaster-Texas Wildlife Association's Texas Youth Hunting Program—2003-2008
- Community Advisory Board, Criminal Justice-Our Lady of the Lake University—2004-2010
- Board Chair, Excel Beyond the Bell—2011-2013
- Board Chair, Literacy San Antonio—2011-2013

### **Personal and Professional References**

Steve Neiheisel, Professor, St. Mary's University • [sneiheisel@stmarytx.edu](mailto:sneiheisel@stmarytx.edu) • (210)535-9495

Pamela Toman, Executive Director, Literacy San Antonio • [pamela@literacysanantonio.com](mailto:pamela@literacysanantonio.com) • (210)264-9096

Barbara Greene, President/CEO, Greene & Associates • [barbara.greene@greeneandassociates.com](mailto:barbara.greene@greeneandassociates.com) • (210)602-5969



## **Cynthia Le Monds BIO**

For the past 20 years Cynthia Le Monds has been a vibrant part of SA Youth, first joining the program staff in 1994 then becoming Chief Executive Officer in 1999. She now leads a team of nearly 200 employees who serve at-risk youth in 18 locations around San Antonio.

Raised in poverty in the Mississippi and Arkansas Delta, Cynthia is the only one of eight children to graduate from high school and also attain a college degree. Cynthia moved to San Antonio shortly after graduating from high school so she could attend St. Mary's University where she received her B.A. in Political Science and later received her Master's of Public Administration. She also attended law school at the University of Arkansas. Cynthia also holds a certificate in Nonprofit Management and Leadership from UTSA. Cynthia's professional career has been primarily focused on working with inner-city youth in San Antonio.

Since coming to SA Youth in 1994 Cynthia has been the leader in remarkable growth for the organization. What began in a small, rented building with annual operating budget of \$80,000 and only five staff members has now burgeoned into a major non-profit in the city with an annual budget of \$7 million serving more than 4,000 children and youth every year.

Under her leadership, SA Youth started the YouthBuild program which gives high school dropouts a second chance in life by helping them get a GED or High School diploma and workforce skills. Cynthia works with a committed twenty-one member board of directors and three senior leadership team members who are committed to SA Youth's mission to help at-risk children and young adults transcend their socio-economic challenges and excel in life.

Cynthia has 20 years experience managing federal awards and programs. She has been a federal reviewer for the US Department of Education, US Department of Labor, Texas Education Agency and New York Department of Education. Cynthia has taught nonprofit management and leadership classes at St. Mary's University. She has served on the Boards of Our Lady of the Lake University, Excel Beyond the Bell SA (an organization she founded), Literacy San Antonio (another organization she helped to found), and Professional Business Women. She has been on scholarship review committees for Firstmark, Generations Federal Credit Union, Our Lady of the Lake University and St. Mary's University.