



EXECUTIVE SUMMARY

Description of Corporation

Describe the corporation's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the corporation serves?

Green Apple School Management developed its school management company as the result of the founding and development of a highly successful charter school model. In 1998, a Montessori educator with an innovative vision for a holistic school, Ms. Constance Ortiz, and a small, grassroots group of educators and community members, proposed a charter school with a unique mission in Brevard County, Florida. Odyssey Charter School opened to 112 students in a church building in August 1999. By 2011, the school earned high performing charter school status by Florida's Commissioner of Education. It has continued its high performance, presently serving over 1100 students in grades K-12 on two school campuses and was the only "A" graded school among the City of Palm Bay's 22 elementary, junior, and senior highs during the 2015-16 school year. The Title 1 school also outperformed the district in 8 out of 9 categories.

By 2013, the school's governing board decided to expand to other communities, focusing upon the mission of developing "green" and healthy, holistic schools. Green Apple School Management was born and a small group of highly qualified academic and business professionals, both from the school and management company, led by Ms. Ortiz, began the replication process for the Odyssey Charter School board. Presently, the organization operates three Title 1 public charter schools, including Odyssey Charter School (opened in 1999), Odyssey Preparatory Academy (opened in 2013) and Oasis Preparatory Academy (opened in 2014). The three schools, which are located in low-income areas, collectively employ approximately 250 people in Brevard and Orange counties, serving an estimated 1600 children in VPK through 12th grade. Two of the three schools are located in Palm Bay, Florida, a rapidly growing area and the largest city in Brevard County. The third school is located in Pine Hills, Florida, a highly transient and low-income area, which is on the outskirts of Orlando. Green Apple has scheduled two additional mission-aligned schools to be fully operational and serving children by the beginning of the 2017/18 school year.

The Brevard County Public School district is the 10th largest district in Florida and serves 74,000 children as of September 2015. Brevard County shows signs of recovery after the 2007 downturn in the economy and housing market paired with the impact of the shuttle program ending. The unemployment rate for Brevard County has shown a steady decline from a high of 11.8% in November 2010 to the latest reported rate of 5.0% in April 2016. The City of Palm Bay's unemployment rate was slightly higher at 5.4%. The area has not quite fully recovered the higher paying jobs lost when the space shuttle program closed in 2011. Although the unemployment

rate has significantly declined, both schools continue to see an increase in the number of students living in poverty.

Located in Brevard, during the past three years, Odyssey Charter School has seen an increase in the poverty rate from 62% in 2013 to 74% in 2016. Odyssey Preparatory Academy has seen an increase in poverty over the last three years from 65% its first year of operation to 100% (Direct Certify) during the 2015-2016 school year. Both schools have 53% and 64% minority populations respectively. The change in poverty rate is a significant factor that has impacted the schools during the last several years by exposing the school and staff to the challenges associated with students and families struggling with an array of high needs, such as hunger, lack of housing, loss of jobs, lack of early literacy, and low educational levels of parents/guardians.

The Orange County Public School District is the sponsor for Oasis Preparatory Academy and is the 4th largest district in Florida. Oasis Preparatory Academy is located in the Pine Hills area, an unincorporated area in Orange County within Orlando, Florida. The community surrounding Oasis is in one of the lowest income and highest crime areas in the city, where the average median income is only \$35,583 (more than \$10,000 lower than the state average). Oasis serves a student body that consists of 97% African-Americans, while only 22.3% of Orange County residents are African-American. Pine Hills has a resident population of 72.5% African-American. The proportion of lower-income families compared to the county average present some unique challenges as many students arrive at Oasis with physical, social, academic, physiological, and academic needs. One hundred percent of Oasis students qualify for free or reduced lunch. The school site sits on the campus of Mt. Sinai Church, a large private parcel of land that includes a certified school for VPK, a full-size gymnasium, and a free community health center. The community hosts a mixture of various cultures and ethnicities with the majority of its residents being African-American.

Issues of hunger, homelessness, and poverty impact all three Green Apple schools. The schools are located in food deserts and access to high quality, healthy breakfast/snacks/lunch is a necessity for students to achieve at the highest levels. Students who are living "doubled up" with friends or family due to a lack of financial resources, and students without homes living in shelters and hotels, come to our schools to find stability and centeredness. To help meet these basic needs, Green Apple supports the schools by applying for federal funds and grants to support students in crisis, such as National School Lunch Program (NSLP) to support breakfast and lunch; Title III for students needing English as a Second language services; Title 1, Part B McKinney Vento to support homeless students; and Title II to support teacher training of high needs students.

Green Apple supports the schools in the hiring of highly-qualified, effective, experienced, and diverse staff members through job postings, recruitment efforts (including job fairs), and a comprehensive interviewing/selection process. At least 95% of all teachers at all sites meet the state's Highly Qualified (HQ) teacher standards: 23/23 teachers at Odyssey Preparatory Academy (100%); 69/73 teachers at Odyssey Charter School (95%); and 12/12 teachers at Oasis Preparatory Academy (100%). The average years of experience of teachers at the schools are as follows: 10 years for Odyssey Charter School (OCS) teachers; 10 years for Odyssey Preparatory

Academy (OPA) teachers; and 3 years for Oasis Prep teachers. Green Apple also supports a focused effort on recruiting a culturally, racially, ethnically, and linguistically diverse staff to support the needs of all learners and families at all schools. Currently, the percent of minority teachers at each site is as follows: 23% at OCS; 26% at OPA; and 92% at Oasis.

Corporation's Purpose

Provide the corporation's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the corporation embodies its purpose through its program offerings and expectations for students.

Green Apple School Management's mission is to offer the most innovative school management services within the United States. Green Apple's unique brand for creating academically rigorous and "green" and healthy, holistic schools will ensure the highest levels of student success to prepare our students for future leadership. The corporation's vision is that communities will look for the Green Apple brand because of the tremendous value it offers--the celebration of the uniqueness of every child and the recognition that every child has a unique potential that must be developed. Green Apple envisions that the schools will improve the lives of thousands of students through a "whole child-whole school" approach to education which provides programs and learning opportunities that help students develop their full and unique potential and realize the highest levels of academic excellence and achievement.

The mission of each Green Apple School is to work in partnership with the family and community with the aim of helping each child reach full potential in all areas of life. Each school seeks to educate the whole child with the understanding that each child must achieve a balance of intellectual, physical, emotional, spiritual and social skills as a foundation for life. Green Apple supports the schools' mission through consultation and guidance to boards, school administrators, and staff in the development of "green" and healthy, holistic educational programs and schools. The support provided by Green Apple includes professional guidance and technical assistance to establish and maintain a focus on whole-child development within schools. This support ensures direction on how to build nourishing school communities and a healthy school culture in order to create a foundation for a thriving environment of authentic and individual learning. This includes support in the development of "green" building design and operations, healthy school lunch programs, nutrition education and farming/gardening, environmental and sustainability education, and holistic education programs that are both rigorous and relevant. Programs are designed to develop whole children through healthy lifestyles and cultures as well as educational programs that foster problem solving, critical thinking, and providing many opportunities for inquiry-based, hands-on application.

Green Apple School Management is a charter school support and service organization that provides a wide array of services including financial management (e.g. budgeting, bookkeeping and financial forecasting); human resource coordination and staffing; curriculum development; facilities development; strategic planning; charter application development; grant writing; and regulatory compliance monitoring. The organization has a team of professionals that assist with

support and solutions for every aspect of the development of new charter schools and their operation. Green Apple School Management ensures that governing bodies of charter schools maintain complete autonomy of their schools. Green Apple ensures proper management of school finances and operations by providing excellent support to its schools. The organization believes that by allowing experts to assist governing boards and schools in the proper management of financial, academic and operational responsibilities, school leaders can focus on what is most important—every student’s academic achievement and success. The specific demographics and economic needs of the communities in which the schools managed by the corporation are located dictate the resources that Green Apple School Management allocates to support schools in acquiring the programs, staff, and resources needed to meet the highest academic standards possible. Green Apple allocates financial and human resources to assure that its most important work, educating all students to their highest and fullest potential, remains as the number one priority.

The focus of the work of Green Apple Schools is embodied in the corporation’s **Operational Beliefs**, which include the following:

1. **Purposefulness:** We believe that deliberate actions, focused on the corporation’s goals and priorities and that constantly connect stakeholders, will ensure that we sustain the integrity of our mission.
2. **Passion:** We have a passionate commitment to our mission for every child, assisting them in the achievement of their highest potential.
3. **Collaboration:** We believe innovative ideas and the best ideas are often perfected when sharpened by another’s point of view.
4. **Laser Focus and Results Driven:** We hold every individual and group to the highest levels of *expectation* and *accountability* to ensure the highest academic success of our students and schools, and to achieve the corporation’s goals.
5. **Quality and Verification:** We are committed to continuous improvement within our schools and corporation through the regular and effective use of data that provides feedback to students, informs programmatic and instructional decisions, and supports focused intervention efforts.
6. **Trust:** We pledge to develop trusting partnerships in the schools and the communities we serve, by establishing and building a culture of trust and transparency.
7. **Professional Learning Cultures:** We are committed to developing professional learning cultures marked by shared purpose, collaboration, and a focus on student mastery.
8. **Positive Relationships:** We build relationships and partnerships among students, faculty, families and community members that focus on student success and child development.

The **Green Apple School Management Strategic Plan** focuses on key areas and specific goals within each area for improving school operations and student performance to ensure that each student achieves at his or her fullest potential. The key areas include: student achievement; human resources; financial management; safety and security; and corporate operations and new school development. There are three to four goals, followed by outcome indicators, which outline the scope of the work to be accomplished.

Notable Achievements and Areas of Improvement

Describe the corporation's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the corporation is striving to achieve in the next three years.

Notable Achievements

The corporation's notable achievements include the following:

- Attained independent financial audits for all schools without findings for the last five years (2012-2106) and all schools are in a positive financial condition
- Successfully authored the charter school application for the OCS Board of Directors, negotiated a charter school contract, and was awarded a Federal Startup Grant for Odyssey Preparatory Academy in Palm Bay (2012), Oasis Preparatory Academy in Orlando (2013)
- Successfully wrote the charter school application for the OCS Board of Directors, negotiated charter school contracts, and gained access to two Federal Charter School Startup Grants for two additional public charter schools, slated to open in the near future in Brevard and Orange County
- Received \$835,000 in grants, including Federal Charter School Charter School Startup grants, Charter School Program grants; an additional \$89,000 grant from the National School Lunch Program Assistance Fund to enhance three healthy school kitchens; and \$19,000 in Lowe's, Bright Ideas Science and Wellness grants, and a Farm grant to enhance the schools' classroom gardens and agricultural programs.

Additionally, the OCS Founder/Head of Schools and current CEO of Green Apple School Management, Ms. Constance Ortiz, was recognized by the Florida Consortium of Public Charter Schools as a Charter School Champion Pioneer in 2016.

Notable Achievements for Odyssey Charter School

- Student enrollment doubled from 2012 to 2016-- from 550 to over 1200 students in VPK through 12th grade
- Designated a high performing charter school by FL Commissioner of Education in 2011
- AdvancED accredited in 2011

- Opened the OCS Junior/Senior High School (Wyoming Upper Campus) in 2012
- Received the Keep Brevard Beautiful award in the Education category in 2014 by creating a culture of high expectations and standards for sustainability
- Awarded the Golden Carrot from the Physicians Committee for Responsible Medicine for its nutrition and school lunch programs in 2015
- Achieved the following student recognitions in 2015: five students placed in the BPS Science Fair, including one Best of Show; one student won 1st place in the BPS Art Fair; 16 students placed in various events at the Hershey Track Meet
- Established dual enrollment partnerships with Florida Institute of Technology and Eastern Florida State College in 2015
- Opened “The Farm” at OCS Junior/Senior High School in 2015; received visits from Mayor Guillermo Capote and Congressman Bill Posey
- Awarded the 2015 U.S. Department of Education Green Ribbon School for Exemplary Practices and Initiatives in Reducing Environmental Impact and Cost, Improving the Health and Wellness of Students and Staff, and Providing Environmental Education Incorporating STEM, Civic Skills and Green Career Pathways
- Earned the only “A” school grade out of 22 schools serving Palm Bay students
- Achieved the following student recognitions in 2016: four students placed in the BPS Science Fair and three students placed in the BPS Art Fair
- Identified as ECTAC Exceeding Expectations Project School in 2016 based on FDOE 2016 School Grade data (ELA and math achievement, ELA and math learning gains and lower quartile learning gains, ELA and Math achievement in the Black and Hispanic subgroups; School Grade)
- Receipt of “Superior” rating by the Junior/Senior High Beginning Band
- Receipt of the Florida Best & Brightest Scholarship by three teachers
- Awarded the Gold Award of Distinction (Elementary) and Bronze (Jr/Sr) 2016 Healthier US School Challenge, from the FL Department of Agriculture and Consumer Services and the US Department of Agriculture, recognizing the schools’ efforts to improve food and beverage options, offer nutrition education and promote physical activity

Notable Achievements for Odyssey Preparatory Academy (OPA)

- Consistently increased student enrollment each year as follows: 178 students (2013-2014); 234 students (2014-2015); 256 students (2015-2016); 326 students (2016-2017)
- Awarded a Federal Charter School Startup Grant for \$405,000
- Maintains high teacher retention rate (low teacher turnover)
- Attained excellent student performance results on 3rd Grade FSA ELA in 2016
- Achieved the following student recognitions: three County Science Fair Winners (1st, 3rd, 5th Place); Runner Up in Flag Football and Volley Ball; Top 1% of Learning Gains for Struggling Readers; 13 percentile point gain in 3rd Grade Reading (2016)
- 2016 Awarded Lowes Outdoor Garden Grant
- Initiated a Gifted Program
- Added a state-of-the-art Library and Media Center, FOSS Science Lab and New Computer Lab
- Added Odyssey of the Mind and Spatial Temporal Mathematics
- Awarded the Gold Award of Distinction for the 2016 Healthier US School Challenge certification, from the Florida Department of Agriculture and Consumer Services and the United States Department of Agriculture, recognizing the school's effort to improve food and beverage options, offer nutrition education and promote physical activity.

Notable Achievements for Oasis Preparatory Academy

- Awarded a Federal Charter School Startup Grant for over \$430,000
- Received 2nd highest grade among 10 neighboring elementary schools in Orlando Pine Hills area
- Attainment of "School Winner Award" in the 2015-2016 Modern Woodmen of American Speech Contest by a student as Oasis
- Awarded the Silver award for the 2016 Healthier US School Challenge certification, from the Florida Department of Agriculture and Consumer Services and the United States Department of Agriculture, recognizing the school's effort to improve food and beverage options, offer nutrition education and promote physical activity.

Areas for Improvement During the Next Three Years

During the next three years, Green Apple School Management plans to fully develop its academic arm by adding the highest quality professionals to assist in the development of school leaders and teaching faculty, as well as to assist in curriculum enhancements and their corresponding cyclic implementation needs. A curriculum developer will be added to assist in potentially franchising the model. Currently in process of development is a budding partnership with Building Hope professionals. Building Hope is a non-profit that assists charter schools in the purchase, renovation, or leasing of facilities.

Additional Information

Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.

Green Apple School Management supports schools in the development of **Essential Elements** to bring forth its unique model. These Essential Elements help all stakeholders grow in critical thinking and problem solving skills. The Essential Elements consist of the following:

Collaborative Leadership Team - Green Apple School Management's mission includes an essential element of collaboration. Collaboration is realized when corporation and district leaders spend quality time together problem solving to make important decisions about helping school communities meet the needs of all students. The model, based on work by H. Lawson (2003) and defined as the Green Apple Collaborative Leadership Team, is based on mutual trust and respect between stakeholders, as well as a common belief in and accountability to the corporation mission. Collaborative leaders must have the ability and willingness to distribute power, authority, responsibility, and accountability across all teams at the corporate level and the school level. This type of leadership, though difficult, can foster a deeper shared commitment to the mission, support positive conflict resolutions, facilitate lasting relationships, and ignite effective action toward common goals.

To build this model, the CEO meets weekly with school leaders (Executive Collaborative Leadership Team) to discuss the goals of the corporation and the schools. Regular data sessions (two to four times a year) are set to monitor the schools' progress toward school improvement and corporate improvement goals. When problems or concerns arise, the leadership team uses a facilitated problem solving model, based on questioning and solution-oriented thinking, to reach consensus on next steps. Goals developed in these leadership sessions are then actualized at the school level through site-based collaborative leadership teams, led by school leaders. Means to progress monitoring at the school and classroom level is discussed in detail during these sessions that take place multiple times a month. When issues arise at the school level, leaders can return to the Executive Leadership Team for advice and support. This cycle has yielded strong results at the corporate level through the growth of the new schools, at the school level through student achievement gains and within all school stakeholder groups as evidenced by high levels of satisfaction reported by students, staff, and parents on the AdvancED Stakeholder Surveys.

Professional Learning Communities (PLCs)– Green Apple emphasizes to schools that the root of high performance is collaboration and accountability. PLC teams, based on a model by Richard Dufour, focus their efforts on crucial questions related to learning, essential outcomes, analyses of student achievement, and strategies for improving results. PLC teams also adopt student achievement goals linked with school and district goals. Through the development of PLCs, teachers have opportunities for collaborative inquiry and shared accountability for student success. By working together to plan instruction, observing each other’s classrooms, and sharing feedback, the PLCs give teachers time to share best practice, verify that instruction is working, revise practice when it is not, and support each other through positive, problem-solving feedback.

Green and Healthy Schools – Green Apple supports schools in the development of “green” and healthy schools, particularly within the school buildings and campuses, to create optimal learning environments where students can thrive academically and physically, while simultaneously making the school building energy efficient through cost saving heating, cooling, and lighting alternatives like naturally day lit classrooms, solar energy systems, and indoor air quality systems. These components promote the health and well-being of students and have been found to increase academic performance, boost daily average attendance, and reduce health problems such as asthma, respiratory ailments, and seasonal affective disorders. In addition, Green Apple staff train the school staff in the use of hospital-grade “green” cleaning methods and ways to preserve “green” natural outdoor areas to foster a love of nature. In addition, Green Apple supports grant writing efforts to enhance green features such as the aquaponics lab at the Jr/Sr High and classroom gardens at all elementary sites.

Nutrition, Health, and Wellness – Green Apple School Management supports schools in the development of comprehensive wellness programs that include nutrition and health education and wellness/fitness programs in preschool through 12th grade. The nutrition curriculum strand comes from the Center for Eco-Literacy’s *Big Ideas: Linking Food, Culture, Health, and the Environment* and *LIFE: Linking Food and the Environment* from the Teachers College Columbia University. These curriculum modules increase scientific conceptual understanding in life science, improve attitudes toward personal health and nature, and effect positive behavioral changes in relation to personal and ecological health. The programs teach students about food, culture, health, the environment growing food (farm to table), and choice, control and change. Green Apple also supports the schools by helping secure grants to support school gardens/farms partnerships to increase access to organic and local fruits and vegetables and teach students about sustainability. In addition, Green Apple engages with nutrition experts to review and analyze the food service program to ensure that recipes are reviewed for quality, foods are diversified and of quality, and vegetarian and vegan options are readily available. In grades K-6, Green Apple trains teachers on the importance of Brain Gym and Physical Fitness activities. Brain Gym is a kinesthetic educational program designed to relieve stress and enhance concentration through a variety of exercises. Classroom teachers start the school day with these exercises in order to get students ‘ready to learn’ and include them prior to specific activities or tests. The President’s Challenge Physical Activity & Fitness Awards Program is emphasized at all sites annually. This program provides the tools and resources to motivate youth and adults to meet

the Physical Activity and Dietary Guidelines from the Centers for Disease Control and Prevention. In addition, Green Apple supports schools in the development of a monthly wellness newsletter.

Montessori – Green Apple supports schools in the foundational development of a culture focused on the whole child – physical, social, emotional, spiritual, and intellectual--based on the original design of Maria Montessori. Green Apple and the schools believe that all children should be respected as unique individuals and be provided with a positive, supportive, and thoughtfully prepared learning environment—one that is focused on academics and healthy social and emotional development that nurtures a sense of order and self-discipline, and that provides a place where they can learn to work independently.

Positive Discipline – Green Apple supports schools in the development of Positive Discipline in the Classroom, by Jane Nelsen, to prepare children for responsible citizenship. Through class meetings, schools create an atmosphere of caring based on kindness, firmness, dignity, and mutual respect. In a non-threatening environment, children learn (through adult facilitation) how to focus on solutions instead of problems.

STEAM – In an effort to expand the school model, Green Apple has begun to support schools in the development of STEAM programming. STEAM, the teaching of the interconnectedness between Science, Technology, Engineering, Arts and Agriculture, and Mathematics. STEAM schools are standards-based, reality- and inquiry- based, hands-on and personally relevant exploratory learning environments that are highly engaging and motivating for students. The elementary STEAM components, supported by Green Apple, include the implementation of a healthy café and classroom gardens, as well as Project Lead the Way (PLTW) and FOSS interdisciplinary modules which allow students to adopt problem-solving and design-thinking mindsets through compelling hands-on activities and projects that build on and relate to the world around them. Activities like Robotics and Rocketry allow students to become collaborative problem solvers ready to take on any challenge. At the secondary levels, STEAM becomes more intense with cross-curricular, career and technical, college-prep courses, like PLTW Engineering, Biotechnology, Gaming and Simulation/Computer Coding, and Agricultural Entrepreneurship. These classes engage students in compelling, real-world challenges that help them become better collaborators, problem solvers, thinkers, and global citizens. Students take from the courses the knowledge and skills they will use in middle and high school and for the rest of their lives in any career or life path that they choose.