



2019 - 2025

CORPORATE
STRATEGIC IMPROVEMENT PLAN



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CORPORATION PHILOSOPHY & EDUCATIONAL MISSION

2019 - 2025

CORPORATE STRATEGIC IMPROVEMENT PLAN



PHILOSOPHY

PINECREST ACADEMY, INC. (PAI) MISSION & VISION

The Mission of Pinecrest Academy, Inc. Charter School Organization is focused on:

Providing

Individual instruction, in a

Nurturing environment,

Ensuring

College and Career success, using

Rigor, relevance, and relationships to

Empower

Students to become

Tomorrow's global leaders

Since its inception in 2001, the Vision of Pinecrest Academy, Inc. has been to empower lifelong learners with knowledge and values required for productive global leadership.



HISTORY

Pinecrest Academy, Inc. was born of very humble beginnings, opening their first school in 2001, in a small trailer that housed seven small classrooms and served about 200 students. Today, Pinecrest Academy, Inc. has grown to now operate 26 tuition-free public charter schools across 18 campuses in various cities across three states: Florida, Nevada and Idaho.

Today, the high performing charter school network operates 26 schools and has a 20-year proven track record with many successes resulting from implementing their vision and mission, and consequently raising student performance and achievement, while decreasing the achievement gap for disadvantaged student populations. Their schools are built on a set of beliefs and values (known as the Pinecrest Way) which proclaims that all students can learn, given the opportunity with the “right support”. The Pinecrest values and beliefs serve as the impetus for all student performance and achievement goals. In addition, Pinecrest schools have consistently met high standards of student achievement through the delivery of a rigorous and relevant curriculum with emphasis on mastery of benchmarks aligned to rigorous learning standards. The Pinecrest schools have consistently sustained a culture of high expectations and a commitment toward student success, yielding positive results for a great majority of the students served, and in particular as evidenced in the historical student performance and achievement record of Pinecrest Academy, Inc. Moreover, the organization’s continuous compliance with legal, organizational, and financial requirements coupled with increasing academic performance over time, has yielded newly approved charter schools and renewed charter school contracts since the 2000-2001 in the year of their inception.

Now, in the 2021-22 school year, Pinecrest Academy, Inc. is proud to offer a complete K-12 corporate school system, serving over 18,000 Pinecrest students across the nation, as follows:

- Nineteen Pinecrest schools in Florida, of which:
 - nine are located in Miami-Dade County,
 - one is located in Brevard County,
 - one is located in Pasco County,
 - four are located in Lake County, and
 - four are located in Orange County.
- There are six schools located in Nevada, of which,
 - five schools are located in the City of Henderson; and
 - one school is in the City of Sparks, near Reno.
- In addition, there is one Pinecrest School in Idaho, and the
 - one Idaho school is located in the City of Twin Falls.



Varying from College Preparation to Performing Arts to Science, Technology, Engineering and/or Mathematics, each Pinecrest program follows a state standards-based curriculum unique to the community and students it serves. The constant, however, is a clear focus on high expectations for student learning and the multiple opportunities for all students to acquire requisite knowledge, skills, and attitudes. All Pinecrest Academy schools implement research-based instructional strategies and innovative resources in technology-rich environments in order to maximize learning for all students. This has proven highly successful in that each of the Pinecrest schools has been recognized at local, state and some at national levels, and who have won multiple awards annually for high academic achievement while serving a high percentage of minority students. To continue our dedication to innovative education, Pinecrest Academy Inc. has adopted blended classrooms to teach students how to become global learners and leaders for tomorrow.

PRINCIPLES OF EXCELLENCE

Students

- Students are at the core of our Mission and their success is our success.
- Students benefit from instruction that is based in research focused on various learning styles and modalities as well as tailored to specific needs, especially those with language barriers, academic learning gaps, and special needs.
- Students are assured of a safe, positive, and caring school environment that encourages growth and learning.
- Students enjoy opportunities for success across the curriculum through varied learning experiences and in different leadership opportunities.
- Students are afforded multiple opportunities to develop into life-long, intrinsically motivated learners.
- Students are provided with opportunities to develop as leaders and have a voice in their school communities.

Parents

- Parents are an integral part of each school's team.
- Parents agree their involvement is crucial to their child's and school's success.
- Families are expected to engage as partners of the school through completing a minimum of 30 volunteer hours per year at each school as per their parent contract.
- Parents work to help improve the school by participating in various programs at each school site such as Parents as Liaisons (PAL), Educational Excellence School Advisory Council (EESAC), Parent Impact Meeting (PIM), Parent Teacher Organization (PTO) and Parent, Teacher, Student, Involvement (PTSI).



Teachers

- Teachers understand the value of differentiating instruction to meet the needs of all of the Pinecrest Schools' learners.
- Teachers utilize instruction that is data-driven, standards and research based, as well as student-centered.
- Teachers view teaching as a meaningful and innovative process that produces a lifelong passion for learning and model that passion daily.
- Reinforcement and reflection methods are implemented by the teachers to assist students in making connections and develop higher order thinking skills by helping them analyze and synthesize data using depth of knowledge skills.
- Teachers encourage, plan, and guide students through hands-on, project-based, and multi-media learning experiences.

Administrators

- Administrators share the belief that their job entails guiding teachers and students towards shared goals of success.
- Administrators understand their role is to educate future leaders and that the needs of parents require an open-door policy that allows for meaningful exchange and dialogue.
- Administrators across all schools use an informal observation tool that assesses teacher behaviors which helps to plan professional development for staff, provide opportunities for staff to reflect on teaching and learning, and assure quality throughout the schools.
- Administrators across all schools use a formal observation tool that assesses teacher effectiveness and in turn helps to guide teacher growth.
- Administrators understand the value of technology and work to provide appropriate and adequate technology that enhances teaching and learning.

Governing Board

- The Governing Board believes in creating quality assurance structures that support our expansion plans to continue to operate academically and financially successful schools.
- The Governing Board adheres to board policies that avoid conflicts of interest for board members.
- The Governing Board believes in requiring and monitoring that all schools adhere to local, state, and federal compliance laws.
- The Governing Board works with our educational support services vendor, Academica, to find the most qualified and accomplished school leaders.
- The Governing Board monitors our schools by requiring a principal and financial report at each board meeting.



Community Relationships

- Pinecrest Academy, Inc. Schools engage in meaningful relationships with members of each school's community.
- Community members are encouraged to partner with the schools to support philanthropic causes so that students experience the school to world connection.
- Community members are invited to the schools for a variety of opportunities such as in-classroom discussion and lessons, career presentations, and mentoring.



EDUCATIONAL MISSION

At Pinecrest Academy, Inc. schools, the curriculum framework will prepare students in grades K-12 to achieve their highest academic potential while acquiring the skills and the capability to become self-directed life-long learners with a global edge.

To that end, the schools will:

- provide variety, relevance, and rigor within a college/career preparatory curriculum
- instill values that promote self-directed responsible learners/leaders, explore each student's individual talents to tap their interest, and target their educational needs by providing effective and purposeful experiences, and
- ignite a desire for continuous education that will continue beyond high school graduation.

All Pinecrest Academy, Inc. schools provide a curriculum that fully incorporates the State and National Standards, as adopted, using research-based technology and project-based initiatives that encourage success for every student. Innovative instructional design provides opportunities for active and genuine involvement of students, families, and community partners in each school's implementation, creating a richer, more nurturing educational experience for all. Stakeholders collaborate to set clear and measurable expectations for student success while providing ample opportunities for students to have ownership of the learning process.

As a result, Pinecrest Academy, Inc. supports the implementation of quantitative and qualitative mechanisms to continuously monitor, assess, restructure, and improve curriculum and instruction to achieve continuous student improvement.

At the elementary level, Pinecrest Academy, Inc. schools support a solid academic foundation for students to have success at subsequent levels. Cognitive science research in mathematics and reading underscores the emphasis on meaning and understanding, beginning in the early elementary grades. Thus, much of the curriculum is centered on this approach as well as remediation when necessary. Instruction emphasizes developmental learning while providing differentiated strategies (supports and interventions for struggling students and students with special needs as well as enrichment for advanced learners).

Pinecrest Academy, Inc. schools are designed to foster a seamless transition to post-secondary education. Secondary school programs bridge middle to high school and high school to college gaps through a vertically aligned educational program designed by educators working in Professional Learning Communities (PLC). Program elements at the secondary level include SpringBoard, a CollegeBoard curriculum, which provides an instructional loop that begins with the CollegeBoard Standards for college success to ensure all students are prepared for AP high



school and college level courses - without remediation. This curriculum includes formative assessments and a continual professional development program for teachers.

The Middle-High setting affords middle school students the opportunity to complete high school courses, creating a pathway to completing college courses while in high school. Partnerships with colleges and universities, civic organizations, and community leaders provide its students with mentoring and employment opportunities. The curriculum model is designed around interest-based academies, centers within our existing curriculum that offer our students advanced technical and specialized courses. Academies capitalize on student interests and foster career and college readiness. These career related electives are sequentially clustered to provide the students with real world applications in their chosen field. Furthermore, students are afforded the opportunity to participate in a variety of career experiences including shadowing, mentoring, and/or internships with local businesses.

At its core, the instructional level lessons are designed to “push and pull” the students. That is, maximizing student potential, wherein students are pushed to pursue the most rigorous and challenging academic program they can handle. Students who are struggling and/or below-level will be identified; remediation courses as well as prescriptive classroom-based strategies will target gaps. Teachers and other support staff, from all available sources, will drive targeted instruction. The goal of the academic program is to holistically meet the needs of all students, maximizing each child’s talents and potential and remediating individual deficiencies.

Students that are not performing on grade level are pulled out for remediation through an intensive tutoring program and taught using supportive learning strategies. These and other Pinecrest “best practices” are established pillars of the Pinecrest Academy, Inc. trademark, and derived from over fourteen years of experience with innovative board members, parents, and educators working together for a common purpose.

Outlined below are Pinecrest Academy, Inc. school’s innovative, research-based best practices aimed at maintaining the network’s culture and academic success:

- Academic Rigor, Relevance, and Relationships- These tenets serve as the fundamental core of pedagogy and drive teaching and learning within Pinecrest Academy, Inc. schools, preparing students to be global leaders. The Pinecrest Academy, Inc. secondary schools offer high school courses for credits at middle school level (Math, Science, and World Languages) as approved/applicable. The holistic instructional framework:
 - Implements data-driven and differentiated instruction methodology.
 - Offers career and education planning course.
 - Provides group and individualized counseling and student data chats.



- Implements the “push and pull philosophy”.
- Offers opportunities for all students to advance, despite entry level.
- Offers an educationally nurturing environment by building student-teacher relationships and administrative availability and visibility.
- Delivers Project-Based Learning initiatives emphasizing individual and collaborative projects as the foundation for learning.
- Offers a Home away from Home – a sense of “belonging”.
- Offers student-driven creative activities (e.g., dance, chess club, robotics, drama, photography, art, Students against destructive decisions (SADD), Thespian Troupe, Chorus, to name a few).
- Offers student-driven Service clubs (e.g., SGA, Key Club, Safety Patrol, SECME, Junior Honor societies, etc.) to encourage community engagement.
- Encourages parental partnerships.

Data-Driven Individualized Support for all Students – Pinecrest Academy, Inc. schools implement strategies designed to address students’ individualized learning needs, including educationally disadvantaged students who may be at-risk of falling behind. Faculty at each school are trained to continuously monitor student progress and make data-driven decisions for effective delivery of instruction. The Response to Intervention (RtI) Multi- Tier System of Supports (MTSS) leadership team composed of administrators, teachers, and specialists at the school uses a Problem-Solving RtI/MTSS Framework to meet the academic and behavioral needs of all students. The team provides high quality instruction and intervention matched to student needs using learning rate over time and level of performance.

Supporting Students with special needs – The Pinecrest model allows educationally disadvantaged students including Students with Disabilities and students entering below grade level, to benefit highly from the core curriculum. Students with Disabilities are supported and challenged to excel within the general curriculum and be prepared for success in their post-secondary choices (college and/or careers). In order to accomplish this, all Pinecrest Academy, Inc. Schools commit to instruction that incorporates, supports, and accommodates, including: 1) An Individualized Education Plan (IEP) for Special Education (following the individual Sponsor’s guidelines) and progress monitoring Plan for students below grade level proficiency, which include annual goals aligned with and chosen to facilitate their attainment of grade-level academic standards; 2) Teachers and specialized instructional support personnel who are prepared and qualified to deliver high quality, evidence based, individualized instruction and support services; 3) Instructional accommodations in materials or procedures - which do not change the standards but allow students to learn within the framework of the Florida and Nevada Standards; 4) Assistive technology devices and services to ensure that students with



special needs have equal learning and developmental opportunities; 5) Instructional supports for learning based on the principles of Universal Design for Learning (UDL), which fosters student engagement by presenting information in multiple ways and allowing for diverse avenues of action and expression. In addition to providing the specific services listed in a student's IEP, EP, and/or ELL plan, schools offer tutoring services or other such assistance to ensure students remain successful.

Differentiated and Standards-Based Instruction- Educators are expected to tailor the curriculum, teaching environments, and practices to create diverse learning experiences based on student need and learning styles. To differentiate instruction is to recognize students' varying interests, readiness levels, and levels of responsiveness to the standard core curriculum. In addition, lesson plans reflect enriching activities for high performing students and remediation for lower performing students. A differentiated classroom includes:

- **Direct Instruction:** Classroom instruction, explicit and systematic, is based on the state standards when applicable. Frequent formative assessment data is reviewed to guide the instructional focus.
- **Scaffolding:** Teachers determine the learners' current individual and collective zone of proximal development (ZPD) and lessons are designed to provide a safety net for mastering the standards. Teachers are facilitators, leading guided practice that focuses on the skills needed to achieve proficiency. With keen observation and feedback, the teacher releases practice to the student, assuring learner autonomy in the process.
- **Cooperative Learning:** Teachers facilitate small group learning sessions to increase communication and team-building skills. These teams of students are divergently grouped according to ability, interest, background, etc. based on the objective.
- **Inquiry-Based Learning:** Lessons are designed to include instructional activities that hone in the skills needed to develop deep understanding of concept(s). Students engage in problem-solving inquiries in order to apply knowledge gained to solve real-life complex scenarios.

Target Tutoring –The School will use data driven instruction and remediation strategies to target each student's academic need through tailored instruction. In order to maximize remediation opportunities, tutoring sessions will be provided to small groups of students whose formative assessment data indicates similarities in their instructional needs. These sessions will target areas in need of improvement using research-based strategies designed to address such needs, respectively.

Horizontally and Vertically Aligned Instructional Teams: The Schools implement Professional Learning Communities, tailoring professional development opportunities to sharing and



reflecting on best practices, discussing new research findings, reviewing educational journals, implementing technology, and examining student work. In various schools, the master schedule is designed to accommodate common planning, both within grade levels and across subject areas.

Professional Development and Mentoring - To provide a seamless transition from one educational level to the next, Pinecrest Academy, Inc. conducts the following professional activities annually: a) Best Practices workshops for lead administrators; (b) Annual professional development training sessions delivered by the CollegeBoard and other college partners; (c) Professional Development sessions for vertical alignment of curriculum; (d) Elementary/Middle and Middle/High school faculty meetings on-site at least once quarterly; Pinecrest Academy, Inc. also supports new principals via mentorship and training during the initial planning and implementation of the schools (Years 1-2). The mentors will ensure the Pinecrest Academy, Inc. model is implemented with fidelity, and support the Principals in all aspects of operation/administration.

Teachers Developing Instructional Strategies/Curriculum: Teachers play an integral role in the implementation of core curriculum and implementation of instructional strategies, maintaining - and exceeding - the highest expectations- in alignment with the State and National Standards. Curriculum development reflects how best to present a core body of knowledge, integrating technology, accommodating different learning styles, and helping teachers to individualize and improve the learning process. Teacher participation in curriculum development also serves to increase their personal investment in the pedagogical process.

Parental Collaboration - Parental and community involvement in school matters is a fundamental and required part of the philosophy and operation of every Pinecrest Academy, Inc. school. Parent and community representation in the decision-making of the educational processes of each school is made possible through the Parent Teacher Student Association (PTSA)/ Parents as Liaisons (PAL), School Advisory Council (SAC) and other such committees. Through open lines of communication, faculty and staff encourage parental involvement through such endeavors as: Parental Service Contracts; serving on SAC; Quarterly Parent/Teacher Conferences; Open Houses, Career Fairs, Family Day events; School Website, Monthly Newsletters, and Event Calendars. Volunteer opportunities to complete parent participation activities are available on an ongoing basis. Parental support services such as dual language parent workshops are offered on Saturdays or in the evening(s). As early as eighth grade students and parents participate in local college tours that include seminars on college costs, financial aid, entrance requirements, and the college application process. At Pinecrest Academy, Inc. schools, the question is not if a child will be attending college, but where the child will be attending.



Community Partnerships - Teachers, students, parents, and the administration collaborate with the Board to identify potential community partners for service learning and other community-based initiatives at the school. Pinecrest Academy, Inc. schools provide enrichment activities and community-based initiatives allowing students to interact in social settings with diverse individuals.





CORPORATION SCHOOLS

2019 - 2025

CORPORATE STRATEGIC IMPROVEMENT PLAN



PINECREST ACADEMY, INC. SCHOOLS

SOUTH FLORIDA SCHOOLS

Pinecrest Preparatory Academy

Pinecrest Preparatory Academy (PPA) is a K-5 charter school located at 14301 SW 42nd ST., Miami, FL 33175 in the suburban area of West Kendall in Miami-Dade County. Pinecrest Preparatory Academy first opened its doors on August 27, 2001, with a total of 200 students in kindergarten – 3rd grade and currently serves 565 students in kindergarten through 5th grade. Pinecrest Preparatory Academy is situated in a predominantly Hispanic community. The current demographic breakdown is 98% Hispanic 2% other. The student population consists of 12% English Language Learners, 8% of students in the Exceptional Student Education Program and 16% of students who are eligible for Gifted Education. Additionally, 60% of the students at PPA qualify for free or reduced lunch.

Pinecrest Preparatory Academy has maintained its highly regarded reputation in the community, especially in the areas of academic excellence and technological advancement. PPA provides all students with access to a rigorous and innovative curriculum offering a variety of educational programs to meet individual student needs. Coursework includes remedial, standard, advanced and gifted classes supported by a highly qualified faculty and staff. The success of Pinecrest Preparatory Academy is evident in its 20-year track record of academic progress and educational excellence.

Pinecrest Academy Charter Middle School

Pinecrest Academy Charter Middle School (PACMS), a 6-8 charter school, first opened its doors in 2003. Until 2009, it was comprised of two locations: Bird Road Campus located at 14301 SW 42nd Street, Miami, Florida 33175 and South Campus located at 15130 SW 80th Street, Miami, Florida 33193. Since fall of 2009, PACMS and Pinecrest Preparatory Academy Charter High School (PPAH), a 9-12 charter school, share a centralized campus at 14901 SW 42nd ST., Miami, FL 33185 in the suburban area of West Kendall in Miami-Dade County. Currently, PACMS serves 496 students.

PACMS is situated in a predominantly Hispanic community. The current demographic breakdown is 95% Hispanic 5% other. The student population consists of 5% English Language Learners, 15% of students in the Exceptional Student Education Program and 20% of students who are eligible for Gifted Education. Additionally, 69% of the students at PACMS qualify for free or reduced lunch.



Pinecrest Academy South Campus

Pinecrest Academy Charter School South Campus (PAC) is a high-performing charter school in the suburban area of West Kendall in Miami, Florida. PAC first opened its doors in 2005 serving 750 students in kindergarten through 5th grade. Pinecrest Academy South is situated in a predominately Hispanic community. The current demographic breakdown is 93% Hispanic, 3% Asian, 2% Black, and 2% White. The student population consists of 12% English Language Learners, 5% of students in the Exceptional Education Program, and 12% of students in the Gifted Education Program. Additionally, 60% of students qualify for free or reduced lunch.

Pinecrest Academy Charter School South Campus continues to excel and strive for academic excellence for all students. PAC provides a rigorous and innovative curriculum where all students can achieve success. Students are supported with a variety of academic coursework such as standard, advanced, and gifted courses as well as additional assistance through interventions and tutoring programs. PAC employs and retains only highly qualified faculty and staff. Pinecrest Academy South's success is attributed by the collaboration of all its stakeholders working together to empower our students to become innovative global leaders of tomorrow.

Pinecrest Preparatory Academy Charter High School

Pinecrest Preparatory Academy Charter Middle School (PPAH), a 9-12 charter school, first opened its doors in 2008 under the "NESTing" model (Nurturing Environment for Students and Teachers) with Doral Academy Charter High School located in Doral, Florida. Since fall of 2009, PPAH and Pinecrest Academy Charter Middle School (PACMS), a 6-8 charter school, share a centralized campus at 14901 SW 42nd ST., Miami, FL 33185 in the suburban area of West Kendall in Miami-Dade County. Currently, PPAH serves 511 students.

PPACHS is situated in a predominantly Hispanic community. The current demographic breakdown is 97% Hispanic 3% other. The student population consists of 5% English Language Learners, 17% of students in the Exceptional Student Education Program and 15% of students who are eligible for Gifted Education. Additionally, 65% of the students at PPACHS qualify for free or reduced lunch.

Pinecrest Academy North Charter School

Pinecrest Academy (North Campus) was established as a public elementary charter school in Miami, FL in 2010, serving students from kindergarten through 5th grade. In 2015, Pinecrest Academy North merged with Pinecrest Academy North Middle becoming a K-8 Center. The student population demographic breakdown is as follows: 92% Hispanic, 1% White, 1% Black,



and 6% Asian. Approximately 35% of these students are English Language Learners, and 4% of the population is part of the Exceptional Student Education Program. In addition, 76% of students receive a free and reduced lunch.

Pinecrest Academy North focuses on developing well-rounded students. This entails supporting students academically, socially, emotionally, physically, and culturally. The rigorous curriculum at Pinecrest Academy North provides students with opportunities to challenge themselves while instilling a love for education. This is accomplished through a variety of activities that take place within the classroom and during after-school activities.

Pinecrest Cove Academy

Pinecrest Cove Preparatory Academy (PCPA), home of the Stingrays, opened its doors in the 2011-2012 school year, servicing kindergarten through sixth grade students at two adjoining campuses. Since its inception, it has grown to serve 950 students expanding to eighth grade, rounding out a full K-8 experience. The Cove will be expanding during the 2023-2024 school year with the construction of a new state of the art building bringing the total Stingray population to 1,300 students. PCPA's student population is a predominantly Hispanic community that encompasses a wide variety of Hispanic backgrounds, creating a rich cultural environment for our Stingrays. Additionally, 56% of our students qualify for free or reduced lunch.

PCPA ranked as the #1 combination K-8 center in Miami-Dade County Public Schools in 2013. In 2021 Pinecrest Cove Preparatory Academy was ranked in the top 10 Academica-Supported Schools by U.S. News & World Report. At Pinecrest Cove Preparatory Academy collaboration amongst all stakeholders and imbuing a safe and nurturing learning environment is key, to the extent that many of our Stingrays consider Cove to be their second home. As one Stingray noted, "Cove has given me happy memories and a place where I can trust my teachers and friends." The Cove provides a wide array of both educational and extracurricular activities, as well as a technology rich atmosphere. Pinecrest Cove Preparatory Academy continues to grow not just in numbers, but also in the quality of its programs and in the experiences of its learners. Since its inception, PCPA has been an A school.

Pinecrest North Preparatory (Fontainebleau Campus)

Pinecrest North Preparatory (Fontainebleau Campus) opened its doors in 2018 serving 85 kindergarten students. In 2019, Pinecrest North Preparatory opened as a K-8 center with approximately 400 students. The school is dedicated to helping parents and guardians educate their children by creating a safe, stimulating, and nurturing environment, which encourages



participation, creativity, and enthusiasm for learning. Pinecrest North Preparatory focuses on providing high quality education, maximizing student achievement, and building future leaders.

The school's population has expanded over the last three years, and now serves 800 students with the following demographic breakdown: 95% Hispanic, 2% White, 1% Black, and 2% Asian. Approximately 13% of these students are English Language Learners, and 9% of the population is part of the Exceptional Student Education Program. In addition, 62% of students receive a free and reduced lunch. The local community of Pinecrest North Preparatory predominantly consists of Hispanic families, representing various countries of Central and South America. The majority of families at the school are non-English speakers or speak English as a second language. Therefore, many families rely heavily on the school for educational assistance and resources, including after-care services and tutoring.

Pinecrest North Preparatory develops the intellectual and social skills of its students by implementing a rigorous curriculum and a wide range of educational resources, continually challenging students to achieve. The academic success of the students at the school is realized by setting these high expectations for students, while providing supplemental support to maximize the potential of each student.

Pinecrest Glades Academy

Pinecrest Glades Academy (PGA), "Home of the Dragons", opened in August of 2016 with students in grades K-5. Our current enrollment is 852 students. PGA offers students and parents the unique opportunity to have all their educational needs met from elementary through high school, providing a rigorous academic program that prepares students for post-secondary education. PGA is designated a Florida High Performing School.

The current demographic breakdown of our student body is 95% Hispanic, 2% White, 2% Asian, and 1% other. The student population consists of 13% Gifted Education Program students, 12% English Language Learners, and 2% Exceptional Education Program students. Additionally, 52% of the students qualify for the free or reduced lunch program.

Our elementary grades curriculum provides rigor for students in grades K-5 with the goal of preparing them for continued studies in our middle/high school. Our extracurricular offerings of both clubs and tutoring and designed to enhance and support the elementary educational experience.

Pinecrest Glades Preparatory Academy Middle/High School

Pinecrest Glades Preparatory Academy Middle/High (PGA), "Home of the Dragons", opened in August of 2016 with students in grades 6-8. Grades 9 through 12 were added each August (one



grade per year) from 2017 until 2020. Our first graduating class was in June 2021. Our current enrollment is 888. PGA is a designated Florida High Performing School, offering learning pathways in engineering, visual/performing arts, biomedical sciences, and law.

The current demographic breakdown of our student population is 96% Hispanic, 2% White, 1% Asian, and 1% other. The student population consists of 9% Gifted Education Program students, 2% English Language Learners and 6% Exceptional Education Students. Additionally, 61% of the students qualify for the free or reduced lunch program.

Our rigorous academic program includes gifted and advanced courses at the middle school level to prepare students for Advanced Placement and Dual Enrollment courses in the high school grades. Our extracurricular activities program offers interest clubs and nationally-recognized honor societies. Our sports programs are sanctioned by the Florida High School Athletic Association (FHSAA) as well as the Greater Miami Athletic League (GMAL).

School Accolades – South Florida Schools

In the past 5 years our Pinecrest schools have earned numerous accolades from district, state, and federal institutions, since of which include the following:

- Pinecrest Academy North Campus received the following accolades:
 - 2014 – Excellence in Education awarded by the Florida Charter School Alliance
 - 2016 – Closing the Achievement Gap awarded by the Education Equality Index
 - 2019 – Designated a 2019 Blue Ribbon School by the Florida Department of Education
 - 2021 – Recognized as a 2021 Niche Standout Elementary School in Florida (#15)
 - 2021 – U.S. News Best Schools (#15 In Florida Charter Elementary Schools, #33 In Florida Elementary Schools, & #11 In Miami-Dade County Public Schools District
- Pinecrest Academy (South Campus), Pinecrest Academy (North Campus), Pinecrest North Preparatory, Pinecrest Preparatory Academy, Pinecrest Academy Charter Middle School, Pinecrest Preparatory Academy Charter High School, Pinecrest Cove Academy, Pinecrest Glades Academy, Pinecrest Glades Preparatory Middle High School, each pursued and are Cognia STEM Certified Schools.
- Pinecrest Preparatory Academy (Orlando), Pinecrest Academy (South Campus), Pinecrest Academy (North Campus), Pinecrest Academy Charter Middle School, Pinecrest Preparatory Academy High School, etc. have been designated Schools of Excellence by the Florida Department of Education for scoring in the 80th percentile or higher among schools comprised of the same groupings.
- Pinecrest Academy (South Campus), Pinecrest Academy (North Campus), Pinecrest Preparatory Academy (Orlando), Pinecrest Academy Charter Middle School, Pinecrest



Cove Academy, Pinecrest Preparatory Academy Charter High School, Pinecrest Glades Preparatory Middle High School, Pinecrest Preparatory Charter, Pinecrest Glades Academy, and Pinecrest Lakes Academy are designated High Performing Charter Schools by the Florida Department of Education (FL-DOE). This “HP” designation is awarded to schools maintaining positive financials and positive academic student performance and achievement record (at least two school grades of A and nothing lower than a B for every three-year period).

- Pinecrest Prep, Pinecrest South, Pinecrest Academy (North Campus), Pinecrest Academy Charter Middle, Pinecrest Preparatory Academy Charter High School and Pinecrest Glades have earned Gold Level STEM Designation by Miami-Dade County Public Schools

Student Life

Fundraisers: Scholastic Book Fair, Mrs. Fields Cookie Dough, World's Finest Chocolates, Trampoline High, Menchie's Ice Cream, Fuddruckers, Bahama Bucks Ice Cream, PALS association, Are You Kidding Socks, Pinecrest Family night at Marlins Park, Scholastic Book Fair, Pinecrest Holiday Bazaar, Holiday Pictures, Bake Sales, Walk-A-Thon, Holiday Dances, and Jump Rope for Heart. Charities, Hats Off to Cancer, Live Like Bella Foundation, Relay for Life, American Heart Association, and Chapman Partnership, EMS.

Community Partnerships: Barnes & Noble, Blue Frog LLC, Bullseye Marketing, Litho Art, Sports for Kids, Wild About Sports, Just Dance It! Black Belt for Life, Infinity Math, Lime, Einstein's Bagels, Fuddruckers Restaurant, Man Cave Entertainment, Strike Miami, Ocean Bank, All Uniform Wear, The Education Fund, Miami Rescue Mission, West Kendall Baptist Hospital and Target.

Sports: Baseball, Cheerleading, Basketball, Soccer, Tennis, Dance, Volleyball, Cross Country, Flag Football, and Karate.

Clubs: Chorus, Drama, Dance, Keyboarding, Robotics, Team Robotics, Art Club, Teachers of Tomorrow (formerly known as Future Educators of America), Future Business Leaders of America, Builders Club, Odyssey of the Mind, Patrols, Student Council, Morning Announcements, NEJHS, SECME, Student Government, Book Clubs, National Honor Society (for elementary, middle and high school), and Green Team.

Special Programs & Activities: After-school tutoring, pull-out tutoring, STEM, PLTW, Robotics, Gifted and Advanced Classes, Junior Great Books, Holiday Shows, Barnes and Noble Literacy Night, Reading Under the Stars, Principal's Honor Roll Breakfast, Honor Roll/Perfect Attendance Cookies and Milk, Student of the Month, FSA Parent Information Night, Pre-K Orientation, New Student Orientation, Accelerated Reader Incentive Rewards Celebrations, Loot Celebrations, International Day, Literacy Parade, Career Day, Science Fair, Fairchild Tropical



Gardens Challenge, FCAT Incentive Rewards Field Trips, Cafeteria Incentive Rewards, Positive Office Referrals, ING Marathon, IReady Challenges, Reflex Math Challenges and Relay for Life.

CENTRAL FLORIDA SCHOOLS

Pinecrest Creek Academy

Pinecrest Creek is a public charter school located at 1100 Lee Road, Orlando, FL. PCA first opened its doors in the fall of 2012. After 3 years of partnership with The Hope Church, Pinecrest Creek branched off into its own facility located about 6 miles down the road. Currently, we occupy a freestanding building that holds our reception area, multipurpose room, administrative offices, and 6 classrooms. PCA is home to approximately 110 students in grades K through 5. The student population has a minority rate of 91% and is predominately African- American with a low socio-economic status. As a result, 84% of our students qualify for free/reduced lunch defining us a Title I school. The school has a staff consisting of six instructional faculty, one staffing specialist, three paraprofessionals, two office staff members and one cafeteria person.

Pinecrest Creek Academy promotes high academic achievement through the development of responsible, self-directed, life-long learners to maximize student achievement in a safe and enriching environment. The academic success of the students is reflected in the students' performance on an array of assessments and through high expectations of students and teachers. PCA ranked #20 in the Top 100 Niche Standout Elementary Schools in Florida.

Pinecrest Preparatory Academy-Orlando

Pinecrest Preparatory Academy (PPA Orlando) is a K-8 charter school located at 8503 Daetwyler Dr. Orlando, FL. Pinecrest Preparatory Academy first opened its doors in August of 2010. Pinecrest Preparatory Academy is situated in a residential middle-class neighborhood, however, many of our students come from different areas all around the city of Orlando and make a long commute in order to be able to attend the school.

The current demographic breakdown is 80% Hispanic and 20% other. 22% of students are English Language Learners, 19% of students are in the Exceptional Student Education Program, and 75% of students qualify for free or reduced lunch. PPA is currently a Title I school.

When Pinecrest Preparatory Academy first opened, it was one of the first charter schools in the Orlando area. At that time, the charter school movement was not very well received in this area. Because of this, PPA had to work hard to prove themselves and spread the word of their success. Thanks to the support and guidance of founding schools in South Florida and the hard work of the PPA amazing team, Pinecrest Preparatory Academy has earned High Performing status. The



school has been an A school since 2018, even maintaining that A last year through the pandemic! PPA Orlando is now highly regarded in the community, and is well known for not only being a school of academic excellence, but also for being a school that takes great pride in maintaining a culture of family involvement, developing the whole student, and providing care and support to all stakeholders.

Just like their sister schools, PPA Orlando provides all students with access to a rigorous and innovative curriculum and offers a variety of educational programs to meet individual student needs. While doing so, they make sure that their students are supported socially and emotionally and that is what PPA is most proud of! To this day, PPA maintains their reputation as “the little red schoolhouse with the huge heart”.

Pinecrest Lakes Academy Charter

Pinecrest Lakes Academy (PLA) is a K-8 charter school located at 14012 Old Hwy 50, Minneola, FL, 34711. Pinecrest Lakes Academy first opened its doors in August 2017 with a total of 475 students in Grades K-6. The school currently serves 775 K-8 grade students. Pinecrest Lakes Academy demographics is about 55% white, 35% Hispanic, and 10% other including African American, Asian, and Indian. The student population consists of 3% English Language Learners, 11% of students in the Exceptional Student Education Program and 3% of students who are eligible for Gifted Education. Additionally, 32% of the students at PLA qualify for free or reduced lunch.

Pinecrest Lakes Academy has ranked as the number 1 school in Lake County for standardized testing results since its inception. Since the first year, the school has maintained its high performance and continues to rank number one each year. It has also maintained its highly regarded reputation in the community, especially in the areas of academic excellence and technological advancement. PLA provides all students with access to a rigorous and innovative curriculum offering a variety of educational programs to meet individual student needs while holding all students accountable. Coursework includes a college prep curriculum with many advanced courses in middle school that help students earn many high school credits while in middle school. The educational programs at PLA include remedial, standard, advanced and gifted classes supported by a highly qualified faculty and staff. The success of Pinecrest Lakes Academy has made an impact on the community and the school currently has a waitlist of over 1,000 students. Pinecrest Lakes Academy always strives for educational excellence and to provide its students with the best possible education.



Pinecrest Academy Avalon

Pinecrest Academy Avalon is a K-5 charter school located at 13993 Mailer Blvd., Orlando, Florida. The school is located in Avalon Park, a new urban community that encompasses a diversified community for mixed income levels. Pinecrest Academy Avalon opened its doors for the first time to about 200 students on August 13, 2018. To-date, Pinecrest Academy Avalon currently serves 430 students with our kindergarten alone averaging about 100 students. Although we are not classified as a Title I school, the school demographics represent a 61% minority rate and a 33% Free and Reduced Lunch population. A further breakdown of our student demographics includes: 49% Hispanic, 12% African American, 23% Caucasian, 10% Asian, and 6% Multiracial.

The focus for Pinecrest Academy Avalon has always been to engage children to their maximum potential and nurture them throughout the process. The school emphasizes active communication between teachers and parents. From kindergarten to 5th grade, the students are regularly exposed to a variety of subjects outside their core curriculum such as Spanish, Music, Art, P.E. and STEM. More so, Pinecrest Academy Avalon incorporates one common goal to meet the individual needs of each student by including educational programs tiered for all remedial, standard, and advanced students delivered by highly qualified and certified educators. The goal is for all students to leave the doors of Pinecrest Academy Avalon with all the tools necessary to enhance their education in middle through high school and navigate through life in college and beyond.

Pinecrest Academy Four Corners

Pinecrest Academy Four Corners (PFC) is a K-8 charter school located at 1100 S US 27, Clermont, FL 34711. It is called Four Corners because the school is within a mile of Orange, Polk and Osceola Counties. PFC first opened its doors on August 12, 2019 with a total of 221 students in kindergarten - 7th grade and currently serves 409 students in kindergarten - 8th grade. PFC is situated in the most ethnically diverse area of Lake County. The current demographic breakdown is 55% Hispanic, 23% White, 10% Black, 10% multiracial and 2% other. The student population consists of 15% English Language Learners and 5% of students in the Exceptional Student Education Program. Additionally, 58% of the students at PFC qualify for free or reduced lunch.

Pinecrest Academy Four Corners has maintained its highly regarded reputation in the Lake County community, especially in the areas of academic excellence and technological advancement. We provide all students with access to a rigorous and innovative curriculum by offering a variety of educational programs to meet individual student needs. Coursework includes remedial, standard and advance classes supported by a highly qualified faculty and staff.



Pinecrest Collegiate Academy Middle High School Charter

Pinecrest Collegiate is a charter school located at 13993 Mailer Blvd., Orlando, Florida. The school is in Avalon Park, a new urban community that encompasses a diversified community for mixed income levels. Pinecrest Collegiate opened its doors for the first time to about 20 6th grade students on August 13, 2018. The school demographics represent a 61% minority rate and a 33% Free and Reduced Lunch population. A further breakdown of our student demographics includes: 42% Hispanic, 23% Caucasian, 19% African American, 10% Asian, and 6% Multiracial.

The focus for Pinecrest Collegiate has always been to engage children to their maximum potential and nurture them throughout the process. The students are regularly exposed to a variety of subjects outside their core curriculum such as Spanish, Music, Art, P.E. and STEM. Per 2020-2021 data, Pinecrest Collegiate's test scores range far above the state average indicating that most students who attend Pinecrest Collegiate are performing at or above grade level. More so, Pinecrest Collegiate incorporates one common goal to meet the individual needs of each student by including educational programs tiered for all remedial, standard, and advanced students delivered by highly qualified and certified educators. The goal is for all students to leave the doors of Pinecrest Collegiate with all the tools necessary to enhance their education to successfully navigate through life in college and beyond.

Pinecrest Academy Tavares

Pinecrest Academy Tavares is a K-8 charter school located at 2550 Huffstetler Drive, Tavares, FL 32778 in the rural area of Lake County. Pinecrest Academy Tavares first opened its doors on August 10, 2020, with a total of 425 students in kindergarten – 6rd grade and currently serves 650 students in kindergarten through 7th grade. Pinecrest Academy Tavares is situated in a predominantly white community. The current demographic breakdown is 51.5% Caucasian, 26% Hispanic and 22% other. The student population consists of 6% English Language Learners, 8% of students in the Exceptional Student Education Program and 3% of students who are eligible for Gifted Education. Additionally, 35% of the students at Pinecrest Academy Tavares qualify for free or reduced lunch.

Pinecrest Academy Tavares has started its academic journey with a highly regarded reputation in the community, especially in the areas of academic excellence. During our 1st year open we received a “A” school rating from the state. Pinecrest Academy Tavares provides all students with access to a rigorous and innovative curriculum offering a variety of educational programs to meet individual student needs. Coursework includes remedial, standard, advanced and gifted classes supported by a highly qualified faculty and staff.



Pinecrest Academy Space Coast

Improved communication and diversity acceptance are critical attributes in a global society. Rigorous academic programs, higher test scores, and increased employability opportunities are what parents want for their children. These are the elements that have served as the foundation of Pinecrest Academy Space Coast.

Dual language programs bring many positive results to students, mainly a daily rigorous academic program that teaches students a second language at a young age and instills higher-order thinking. Research attributes higher student achievement scores on standardized tests to this concept.

Students need to be challenged to meet their highest potential and to keep their interest in school. Learning should take place through hands-on, real-world applicability and emphasis on critical thinking skills. With the notion that “all children can learn” and with the right teachers at the helm of every classroom, Pinecrest Space Coast students are sure to excel!

Pinecrest Academy Wesley Chapel

Pinecrest Academy Wesley Chapel is a K-7 school, and will open as a K-8 charter in 2022 - 2023. The school is currently the only Pinecrest campus located in Pasco County, Florida. The school currently serves a student population of approximately 900 students. Pinecrest Wesley Chapel demographics is about 44% white, 35% Hispanic, and 21% other including African American, Asian, and Indian. The student population consists of 3% English Language Learners, 6% of students in the Exceptional Student Education Program and 3% of students who are eligible for Gifted Education. Additionally, 37% of the students at the school qualify for free or reduced lunch. Pinecrest Academy Wesley Chapel earned a school grade of B in its opening year, 2020-2021, and outperformed nearby schools.

Pinecrest Lakes Middle High School

Pinecrest Lakes Academy Middle High (PLMH) is currently a high school, but it is a 6-12 charter school. The school is currently nested at Lake Sumter State College South Campus at 1250 N. Hancock Road until the construction of the high school is finished in late 2022/early 2023. The high school currently serves a student population of 168 students in grades 9 and 10. Pinecrest Lakes Academy Middle High demographics is about 55% white, 35% Hispanic, and 10% other including African American, Asian, and Indian. The student population



consists of 3% English Language Learners, 8% of students in the Exceptional Student Education Program and 3% of students who are eligible for Gifted Education. Additionally, 39% of the students at PLMH qualify for free or reduced lunch.

Pinecrest Lakes Academy Middle High earned a school grade of a B in its first year which was 2020-2021 and, in many ways, outperformed local nearby high schools. PLMH provides all students with access to a rigorous and innovative curriculum offering a variety of educational programs to meet individual student needs while holding all students accountable. Coursework includes a college prep curriculum with many advanced courses in high school as well as advanced placement courses and dual enrollment. Out of the 168 students, 62 students are currently participating in dual enrollment in 9th or 10th grade. Students are earning college credits while in high school and working towards their AA degrees. The educational programs at PLMH include remedial, standard, advanced and gifted classes supported by a highly qualified faculty and staff. Pinecrest Lakes Academy Middle High always strives for educational excellence and to provide its students with the best possible education.

School Accolades

Pinecrest schools have earned numerous accolades from district, state, and federal institutions.

- Pinecrest Preparatory Charter and Pinecrest Lakes Academy are designated **High Performing Charter Schools by the Florida Department of Education (FL-DOE)**. This “HP” designation is awarded to schools maintaining positive financials and positive academic student performance and achievement record (at least two school grades of A and nothing lower than a B for every three-year period).

Additional Florida School’s Accolade:

In addition to the Pinecrest school accolades mentioned above, Pinecrest Academy, Inc. was awarded Florida Department of Education **High Performing School System Designation** for having more than 50 percent of Pinecrest Schools throughout the entire State of Florida, being designated as HP schools.

Student Life

Fundraisers: Scholastic Book Fair, Pinecrest Family night at Chick-Fil-A, Mega Blast, Color Run, Jean Day, Snack Shack, Discount Cards, Spirit Nights at various restaurants, Dress Down days, and Read-A-Thon

Community Partnerships: All Uniform Wear, Avalon Park Group, Chick-Fil-A, Target, Mathnasium, Pointy Pencil, and Championship Martial Arts

Sports: Basketball, Cheer, Dance, Flag Football, Golf, Soccer, and Tennis



Clubs: Beginner Ukulele Club, Chess, Coding, Cooking, Drama, Gardening Club, Glee Club, Orff Club, Instrument Club, Pinecrest Thunders, Robotics, Sound of Music, Patrols, Junior National Honor Society, and Morning Announcements.

Special Programs & Activities: Before/After-school tutoring, push-in and pull-out intervention, STEM, PLTW, Robotics, Gifted Classes, Holiday Shows, Student of the Month Ice Cream Social, FSA Parent Information Night, K Orientation/Popsicle Social, New Student Orientation, Accelerated Reader Incentive Rewards, KG ABC's Parade, Career Day, FSA Incentive Rewards Field Trips, Leader in Me Student Shout Outs, MegaBucks Store, and STEM Family Night.

PAI West - NEVADA AND IDAHO SCHOOLS

Pinecrest Academy of Nevada - Horizon

Pinecrest Academy of Nevada – Horizon campus is a K-5 public charter school located at 1360 S. Boulder Highway, Henderson, NV 89015. Pinecrest Academy of Nevada – Horizon is the original Pinecrest Academy campus in Nevada and opened in August of 2011. Pinecrest Horizon currently serves 870 students. The demographic breakdown is as follows: 44% White, 34% Hispanic, 10% Two or More Races, 7% Black or African American, 4% Asian, <1% Native American, and <1% Native Hawaiian or other Pacific Islander. In addition, 33% of students qualify for Free or Reduced Lunch, 2% qualify for English Language Learner support, 12% of students receive Special Education Services, and 4% participate in the Gifted and Talented Education Program.

Pinecrest Horizon is an established school of excellence in the Henderson community and received the Cognia STEM Accreditation in 2020. Pinecrest Horizon provides differentiated support within the rigorous curriculum so all students can thrive. Pinecrest Horizon has repeatedly been rated a four or five star school in Nevada over the last five years. The Pinecrest Horizon campus has strong ties to the community and several community partners, including Junior Achievement, the Nevada Science Center, Horace Mann Insurance, the Youth Leadership Authority, and the Boy Scouts of America Troop 360.

Pinecrest Academy of Nevada - Cadence Campus

Pinecrest Academy Cadence is a K-12 charter school located at 225 Grand Cadence Dr., Henderson, NV 89015, in the eastern region of the Las Vegas Valley. Pinecrest Cadence first opened its doors in August of 2016, with 960 students in grades K-9. Today we serve a total of 2100 students in grades K-12 and we will continue to grow our enrollment to 2400 students in



the coming years. Our current demographic makeup is 28% Hispanic, 5.5% Asian, 7.2% African American, 48% Caucasian, 2% Hawaiian, and 9% two or more races. 12.5% of students have an IEP and 31% receive Free or Reduced Lunch.

Pinecrest Academy Cadence is a school of choice for parents that come from 33 different zip codes. We have consistently been rated “Four - Five Star” schools at each level, Elementary, Middle, and High School from the State of Nevada, and have been ranked in the top ten Middle Schools in the state. We strive to partner with parents and the community to prepare students for the high school, college and career of their choice through our enriching CTE and Dual Enrollment offerings. We infuse STEM instruction into the core subject areas. We provide Special Education Services in the least restrictive environment, Speech Education, and Gifted and Talented Education to qualified students. Our core values center on differentiated instruction, collaboration, character/leadership development, and STEM education. We believe in offering as many opportunities as possible for students to achieve industry certifications and obtain free college credits in order to help families begin to change generational patterns.

Pinecrest Academy St. Rose

Pinecrest Academy of Nevada – St. Rose Campus is a K-8 public charter school located at 1385 E. Cactus Ave, Las Vegas, NV 89183 in Clark County. Pinecrest Academy of Nevada – St. Rose Campus first opened its doors in August of 2015. Pinecrest Academy of Nevada – St. Rose currently serves a total of 1,014 students. The current demographic breakdown is 33% White, 28% Hispanic, 15% Asian, 12% Two or More Races, 7% Black, 3% Pacific Islander and <1% Native Indian/Alaskan Native. The student population consists of 2% English Language Learners, 3% of students in the Gifted and Talented Education Program. Additionally, 26% of the students qualify for free or reduced lunch.

Pinecrest Academy of Nevada – St. Rose Campus has established a reputation in the community for academic excellence and technological advancement. Pinecrest Academy of Nevada – St. Rose Campus provides all students with access to a rigorous and innovative curriculum offering a variety of educational programs to meet individual student needs. Coursework includes remedial, standard, advanced and gifted classes supported by a highly qualified faculty and staff.

Pinecrest Academy Inspirada

Pinecrest Academy Inspirada is a K-8 charter school located at 2840 Via Contessa, Henderson, NV 89044, in the southern tip of the Las Vegas Valley. Pinecrest Inspirada first opened its doors in August of 2015, with 572 students in grades K-7. Today we serve a total of 1,186 students in grades K-8. Our current demographic makeup is 21% Hispanic, 13.5% Asian, 4% African



American, 46% Caucasian, 2% Hawaiian, and 13% two or more races. 10.5% of students have an IEP or 504, while 8.0% of students are in the Gifted and Talented Education Program.

Pinecrest Academy Inspirada is a school of choice for parents that come from twenty-six different zip codes. We have consistently been rated a “Five Star” school from the State of Nevada and have been ranked as the top Middle School in the state. We strive to partner with parents and the community to prepare students for the high school, college, and career of their choice. We provide rigorous instruction commensurate with each child’s instructional level and infuse STEM instruction into the core subject areas. We provide Special Education Services in the least restrictive environment, Speech Education, and Gifted and Talented Education to qualified students. Our core values center on differentiated instruction, collaboration, character/leadership development, and STEM education. We believe that our school is not just a building, but rather a community stage for all to shine.

Pinecrest Academy of Nevada- Sloan Canyon

Pinecrest Academy Sloan Canyon opened its doors in 2019 in West Henderson and is currently a K-11 campus that will have its first graduating class in 2023. The campus currently serves 1714 students and will expand to over 2400 students upon full buildout. The current demographics are 0.2% American Indian or Alaskan Native, 16% Asian, 26% Hispanic or Latino, 5% Black or African American, 35% White, 2% Native Hawaiian or other Pacific, and 14% Two or More Races. The Free and Reduced Lunch population is reported at 18.4% of the student body. Sloan Canyon proudly opened the doors to its Performing Arts Conservatory, a 400-seat theater, in August, 2021 and hosts performances for all our campuses and community events.

Sloan Canyon offers a STEAM integrated curriculum across all grades to help prepare students for the careers of their future. Gifted and Talented Education is offered in 2nd-5th grades, with 95 students currently identified. The variety of specials offered in elementary include martial arts, Spanish, PE, art, music, band, choir, and orchestra. Our teachers collaborate as grade levels in lesson planning and best practices and pride themselves on data driven instruction to meet the needs of every student.

Pinecrest Sloan Canyon secondary is focused on preparing students for college and career by providing hands-on, meaningful learning experiences. The current Career and Technical Education options available are Aviation, Cybersecurity, and Emergency Medical Technician with additional programs developing. The school purchased an ambulance for the EMT program to provide students with a real-world learning environment and flight simulators for the Aviation program. Through a partnership with the College of Southern Nevada, 37 juniors began the dual enrollment program in the 2021-22 school year, earning college credits in conjunction with their diploma requirements. In addition, Advanced Placement courses of World History,



US History, Computer Science Principles, and Psychology and Pre-AP courses are available with more additions in upcoming years. High School students can participate in the NIAA sports of flag football, soccer, volleyball, basketball, golf, cross country, track and field and more. Our Blue Tsunami student section chants ‘Fear the Beard’ as We are proud to show high enrollment from our Pinecrest Inspirada and Pinecrest St. Rose Campuses as incoming freshmen into our high school, further strengthening our campus and community bonds.

Pinecrest Academy of Northern Nevada

Pinecrest Academy of Northern Nevada opened its doors in August 2020 welcoming 714 students in grades K-7. The school is located on a 15-acre campus in suburban Northern Sparks, Nevada. Pinecrest Academy of Northern Nevada currently serves 868 students and has expanded to serve grades K-8 in the 2021-2022 school year. PANN’s current student population is comprised of 3% Native American, 2% Asian 21% Hispanic, 1.6% Black, 66% White, 7% Two or More Races. The percentage of students who qualify for Free and Reduced Lunch is 17.2%, 3% are English language learners and 14.6% qualify for IEP’s or 504’s. The school strives to serve a diverse student population and has engaged in unique partnership opportunities including offering a 5 times weighted lottery to students who qualify for Free and Reduced Lunch as well as offering two remote student shuttle pick-up locations for student transportation. The school’s foundation student population came from 72 different zip codes within Washoe County.

Pinecrest Academy of Northern Nevada offers a STEAM integrated curriculum and STEAM specials classes grades K-5. In the 2021-2022 school year PANN began offering Gifted and Talented Education in 2nd-8th grades, with 23 students currently identified. Students in grade K-5 participate in 7 special classes throughout the year including: STEAM, Spanish, PE, art, music, library and media.

Pinecrest Academy of Northern Nevada middle school offers students robust core academic content courses along with elective choices in: PE, art, performing arts, STEAM, media, student leadership and music. PANN middle school focuses on the development of the whole child including offering opportunities for social and emotional growth and development, a rich positive behavior intervention support system and competitive athletics.

Pinecrest Academy of Idaho

Pinecrest Academy of Idaho blazed a new trail into Idaho, opening its doors in August of 2020. The school is nestled in the Historical Downtown in Twin Falls. The surrounding buildings



proudly display the architecture of years past, telling stories through unique textures and artistic designs. Large trees umbrella the surrounding neighborhood streets, while squirrels scurry around, putting on a show for all to see. Pinecrest Academy sits in its temporary location adjacent to the First Presbyterian Church, all decked out in red brick, with a tranquil garden greeting guests.

Opening a school in the time of COVID presented challenges, particularly concerns if a new charter school will survive, along with the safety of students. Working as a team, the Pinecrest Academy of Idaho staff advocated the importance of keeping students in school, receiving face-to-face instruction. With COVID safety provisions in place, one hundred and thirty students inaugurated the campus as the first Pioneers. Students stayed in school each day, as the staff worked diligently to bridge the instructional gap created by school closures. The year capped off with an awards ceremony and the first Kindergarten Graduation.

Pinecrest Academy of Idaho not only attracts students from the Twin Falls School District. Families travel from surrounding cities throughout the Magic Valley including Jerome, Filer, Buhl, and Kimberly. Pioneer Pride is reflected throughout the community with the wearing of Pinecrest gear, car magnets, and most importantly, through word of mouth. Pinecrest opened its doors for the second year, doubling student enrollment.

Pinecrest Academy of Idaho Charter School provides choice to families, provides options, and at times provides hope. This is represented in the following parent testimonial:

I wanted to take this opportunity to explain our experience at Pinecrest Academy of Idaho. Last year I was the conflicted mother of a 5th grader getting ready to decide where he would attend junior high. We had seen announcements of a STEM charter school coming to Twin Falls. My son had expressed an interest since he loved the STEM club he had participated in the previous year, but was it worth it to send him to a school that has just recently opened? He had already experienced private school, public school, now a charter school? I entered him into the registration lottery and decided to see what would happen. A couple of months later he was selected. I called the school to set up an appointment to tour the school however the times never worked out for my schedule, but something in my heart told me that's where he belonged.....and indeed he did! This is more than a school... it is a FAMILY of students, teachers, staff & parents who truly care. We feel strongly that everyone here is fully invested in the WHOLE of Lucas, not just academically, but the WHOLE of his character and the way he treats others.

In the past 5 months that he has been at Pinecrest Academy, we have seen tremendous development & growth. He went from being the shy kid to just saying school was "alright" to spending an hour telling us about his day with pure joy in his eyes. He became a 6th grade representative, joined the choir, signed up to be a tutor and wants



to be at school before the doors are even unlocked in the morning. I can't convey enough how this school has changed my son for the better and we are so thankful for this very special place.

A grateful mother,

Joann Habbaba

These words reflect the passion behind what we do as a charter school community. We make a difference. The best part of the day is greeting students as they enter the building with enthusiasm, a smile on their face, and ready to start their academic day.

School Accolades

Pinecrest schools have earned numerous accolades from district, state, and federal institutions.

- Pinecrest Academy Inspirada earned a **National Blue Ribbon from the US Department of Education** in 2021 for overall academic excellence
- US News 2021 Best School Rankings – Pinecrest Inspirada was ranked as #1 Middle School in Nevada and #2 Elementary School in Nevada.
- Pinecrest Academy of Nevada - Cadence Campus, Pinecrest Academy Inspirada, Pinecrest Academy St. Rose, Pinecrest Academy of Nevada - Horizon Campus each pursued and are **Cognia STEM Certified Schools**.
- ST. Rose Elementary School has received a 4 or 5 star rating every year based on Nevada School Performance Framework. Middle school rated 5 stars every year based on Nevada School Performance Framework.
- Pinecrest Sloan Canyon had 3 students qualify as AP Scholars based on scoring a 3 or higher on 3 or more AP exams in their first year of administering AP exams.
- Pinecrest Sloan Canyon 5th-7th grade Robotics team won the Nevada First Lego League State Championship three years in a row.
- Pinecrest Academy of Nevada is the highest performing charter system in the state of Nevada.
- Pinecrest Academy has been voted Best of Las Vegas in the Las Vegas Review Journal as best elementary school, best middle school, and best charter school as voted by the families of Henderson, Nevada.
- All of our campuses have been rated as Proficient or Distinguished in every category from the Nevada State Public Charter School Authority during their Site Evaluation visit.



- Master Teacher program provides collaboration and growth opportunities for our most proficient teachers and an opportunity to earn their National Board Certification. Teachers are also recognized as Innovator of the Year and Rising Star Teachers at our annual Gala.

Student Life

Fundraisers: APEX Fun Runs – APEX Acts of Kindness – Scholastic Book Fairs – Holiday Shop – Pledge Drive Fundraising – Panther Nights Out (Chick Fil-A, Zabas, Café Zupas, Chuck E Cheese) – Cookie Dough Sales – Bundt Cake Sales – Popcorn Sales – PTO Fall Festival – Parking Spot Auction – Master Teacher Gala – Fireworks Booths – Spirit Store

Community Partnerships: Intellatek, Sapience, Truman Orthodontics, Great Knights Chess, Team Farnham Crown Point Realty, The Coder School, College of Southern Nevada, Desert Research Institute, Tesla, UNLV Formula One Racing Team, Aces and Arrows Archery, UNLV College of Engineering, Family ATA Martial Arts, 7-11, Robotics Education Foundation

Sports: Basketball, Flag Football, Volleyball, Track and Field, Cross Country, T-Ball, Soccer, Lacrosse, Archery, Cheerleading

Clubs: Chess, Archery, First Lego League Robotics, Art, Kindness, Yoga, Choir, Math Counts, Sapience, Coding, Bricks for Kids, Mad Science, College Ready Club, Black Student Union, National Honor Society, National Junior Honor Society, National Elementary Honor Society, Asian Pacific Islanders club, e-Sports, Gay Straight Alliance, and Yearbook.

Special Programs & Activities: Sunrise/Sunset Academy of Tutoring and Enrichment, TEAMS Before and After Care Program, TEAMS Summer Camp, TEAMS Spring Break Camp, Financial Park, Edutainment Guest Speakers, Staff vs Student Basketball Game, Staff vs. Student Volleyball Game, Daddy/Daughter Dance, Mother vs. Son Dodgeball, Middle School Student Dances, Prom, Homecoming Game and Parade, Winter Wishes Drive Through, Angel Tree, College and Career Fair, Field Trips, Guest Speakers, Adopt a Pilot, Girls in Aviation, Girl Powered Robotics Initiative, Nevada Reading Week, Kids Heart Challenge, Pre-Employment Transition Services Camp



ACADEMIC EXCELLENCE

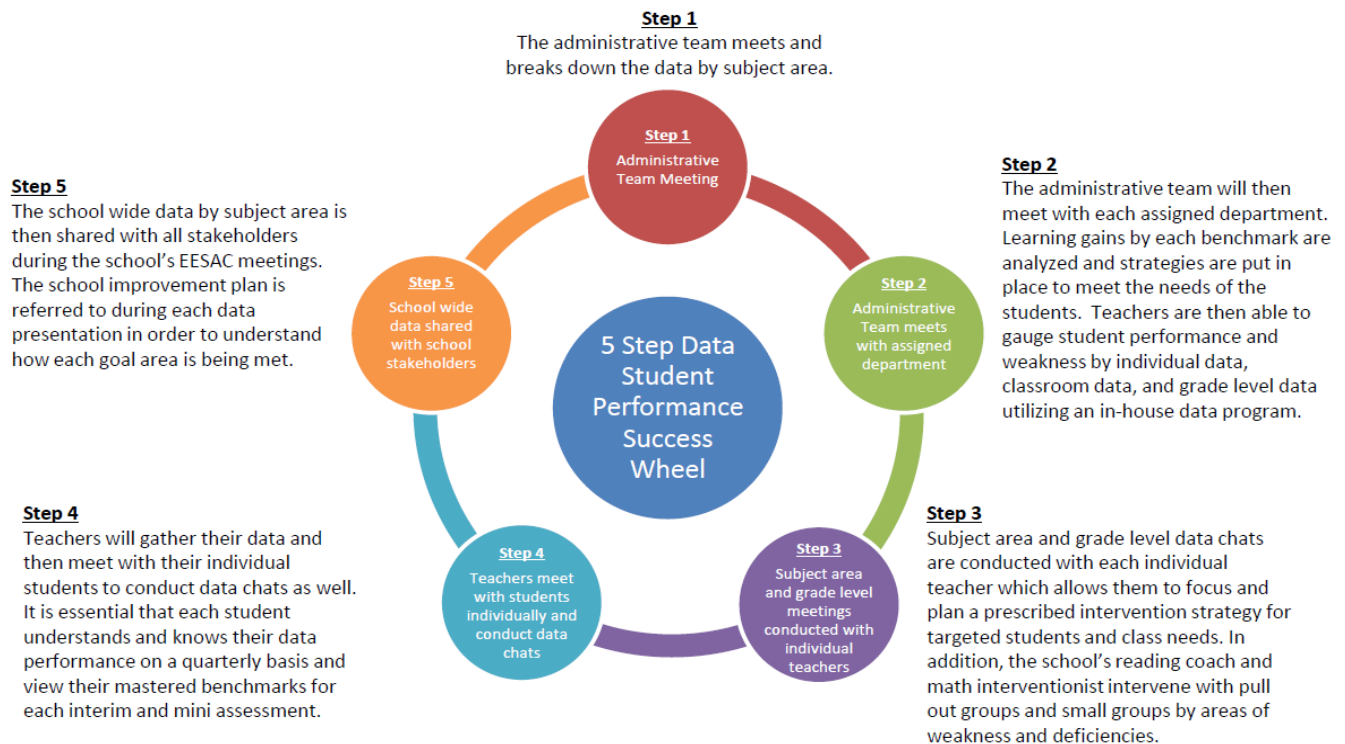
2019 - 2025
CORPORATE STRATEGIC IMPROVEMENT PLAN



ACADEMIC EXCELLENCE

Continuous Improvement

5 Step Student Performance Success Wheel



The evaluation of student performance is pertinent at Pinecrest Academy, Inc. The schools use a five-step data process described below to guide instruction, improve student performance, and monitor teacher effectiveness when referring to the state standards.

Pinecrest Academy, Inc. uses a 5 Step Student Performance Success Wheel as a data process. In step one, the administrative team meets to decide on the breakdown of the data based on the different subject areas. In step two, the administrative team meets with individual grade levels to make data-driven decisions based on the needs of individual students. Based on this, teachers can adequately measure student performance. In step three, data chats are conducted with individual teachers, allowing them to create plans for individual students that include intervention strategies and target class needs. In step four, teachers will meet with their students individually and also conduct data chats, in detail, to allow students to fully understand their data, as well as know their mastered benchmarks. Finally, in step five, stakeholders are invited to participate in the School Advisory Council meetings to discuss the school's goals and how they are being met.



SCHOOL ACCOUNTABILITY

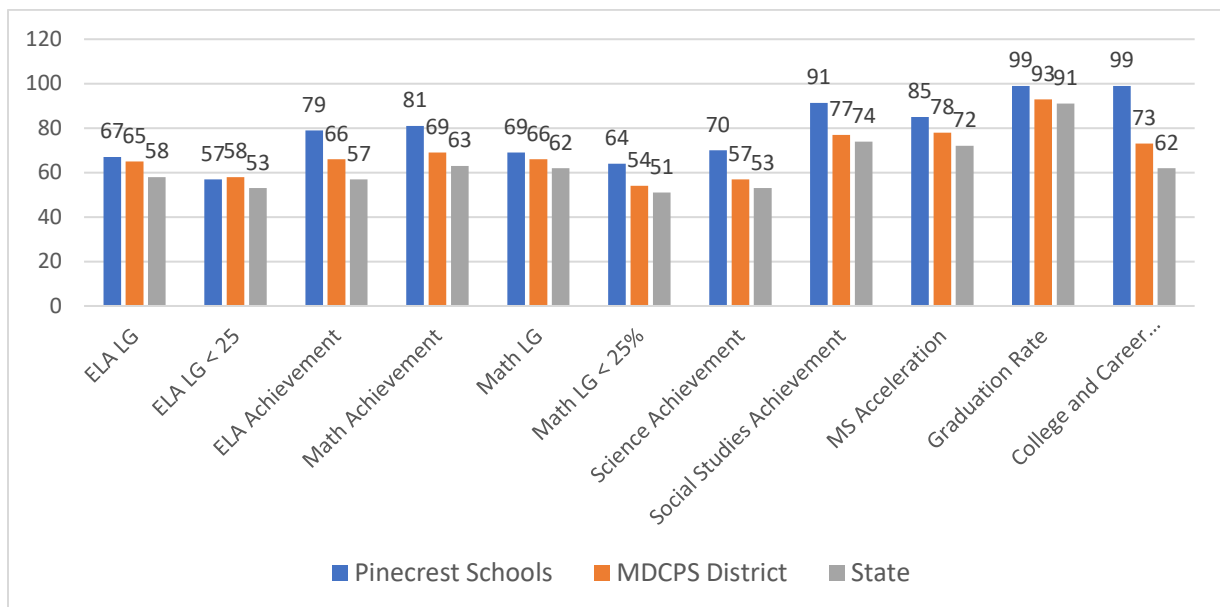
FLORIDA: Schools and districts in Florida are graded under “Florida’s A+ Accountability Plan”. Schools receive a grade of A-F based on the results of statewide assessments, which measure proficiency in reading, mathematics, science and writing. In addition, high schools in the Florida system are measured by passing and participation rates on AP, IB, Cambridge and/or Dual Enrollment. High schools’ grade calculations, in addition to standardized test scores, also includes graduation rates and postsecondary readiness based on SAT/ACT scores. These additional factors are calculated using the states’ grading criteria and a grade for each school is issued.

NEVADA: Schools in Nevada are graded under Nevada’s School Performance Framework. Schools are evaluated collectively based on school grade levels and are awarded stars based on performance indicators. The indicators evaluate growth measure of achievement, status measures of achievement, reductions in achievement gaps, along with other indicators.

ACADEMIC PERFORMANCE OF SCHOOLS

Florida Schools

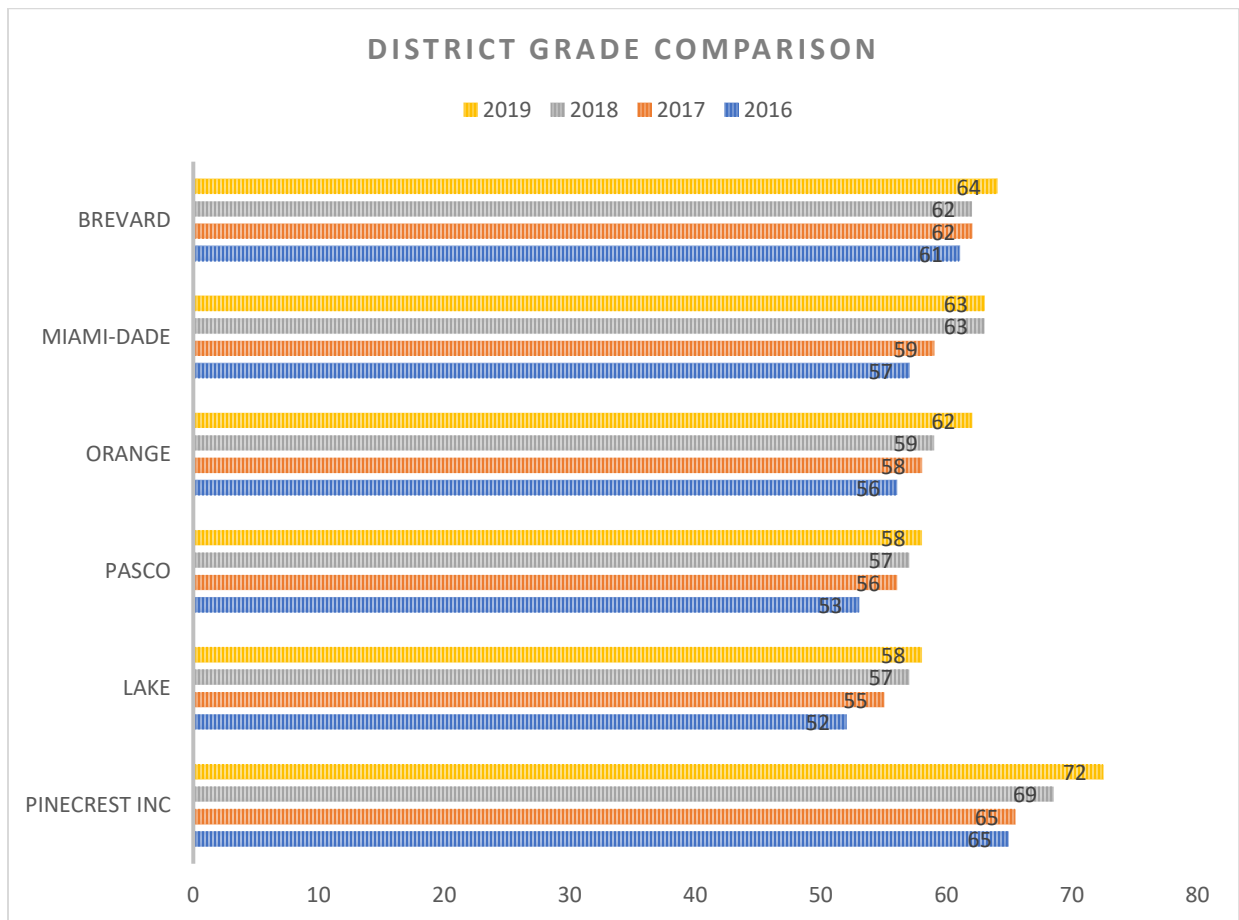
Pinecrest Florida schools have a proven track record of success when compared to local, district and state academic metrics. The following chart shows the average score for all Pinecrest schools in Florida in each of the grade components compared to the state and our largest district for the 2019 school year.





District Grade Comparison:

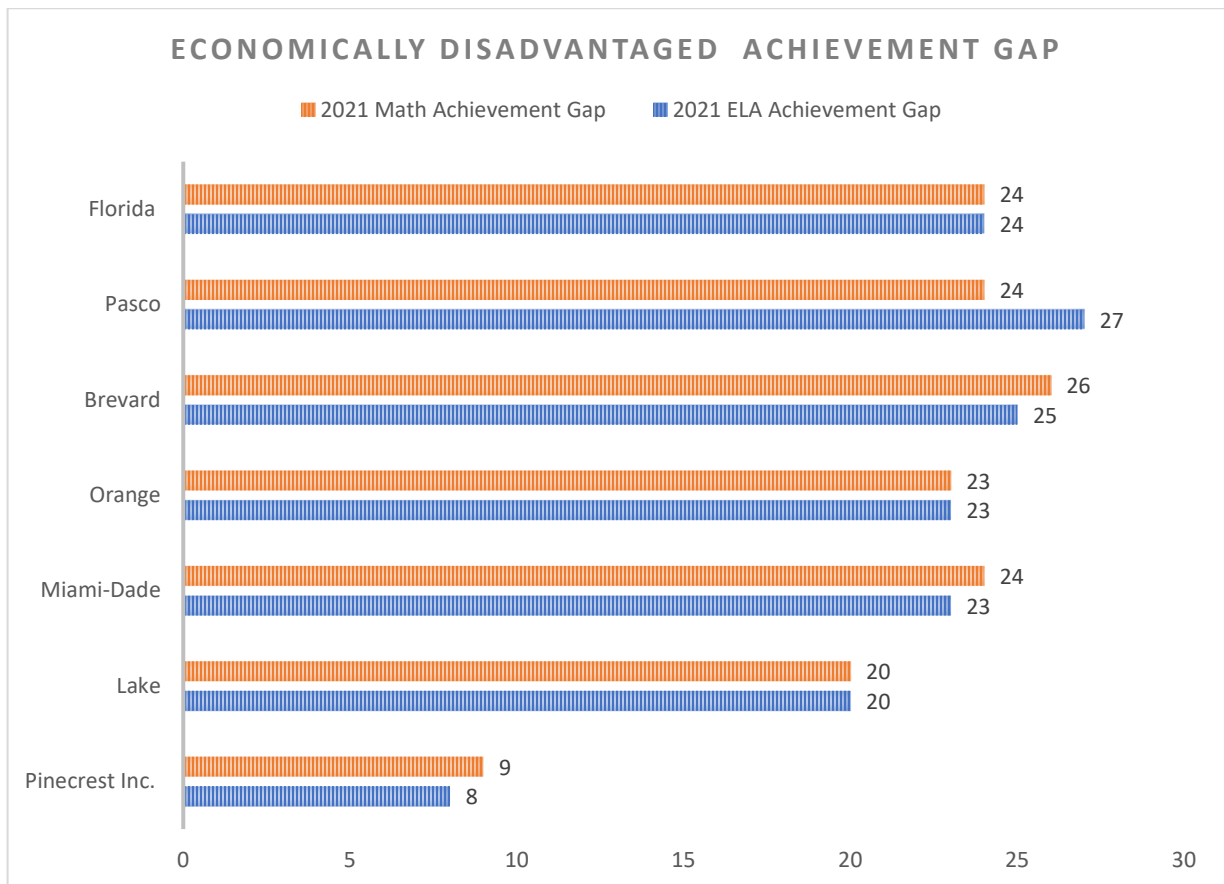
When comparing the percent of possible points earned in the Florida School Grade calculation, the Pinecrest network of schools significantly outperforms each of the districts where are schools are located. The following chart shows the average percentage of possible points earned towards school grade designations of each of the districts where we operate Pinecrest schools compared to Pinecrest Inc.





Closing the Achievement Gap:

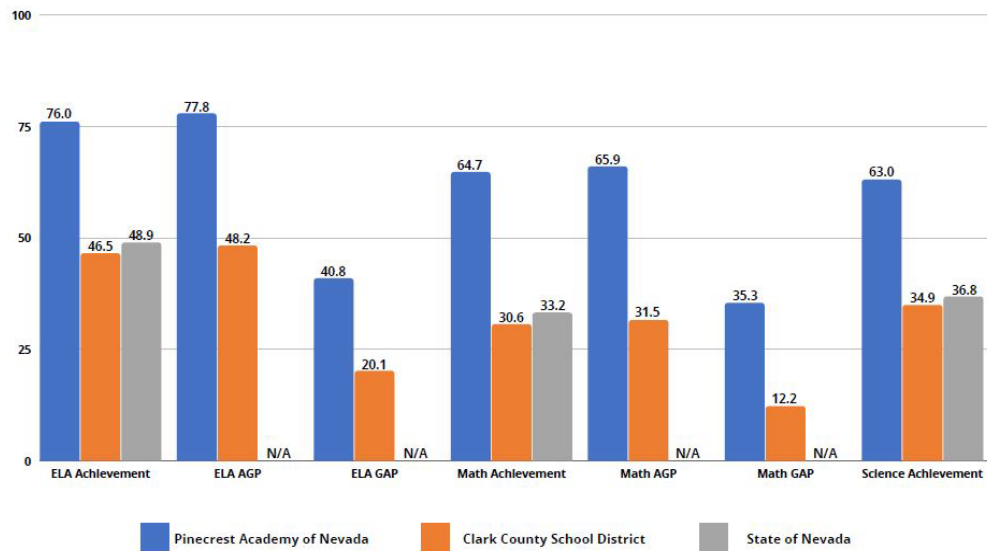
When compared to the districts where our Pinecrest Schools are located, Pinecrest Inc. schools demonstrate the lowest gap in achievement between economically disadvantaged and non - economically disadvantaged students. The following chart shows comparison of the average achievement gap between economically-disadvantaged enrolled in District schools and Pinecrest Inc. in English Language Arts (ELA) and Mathematics.





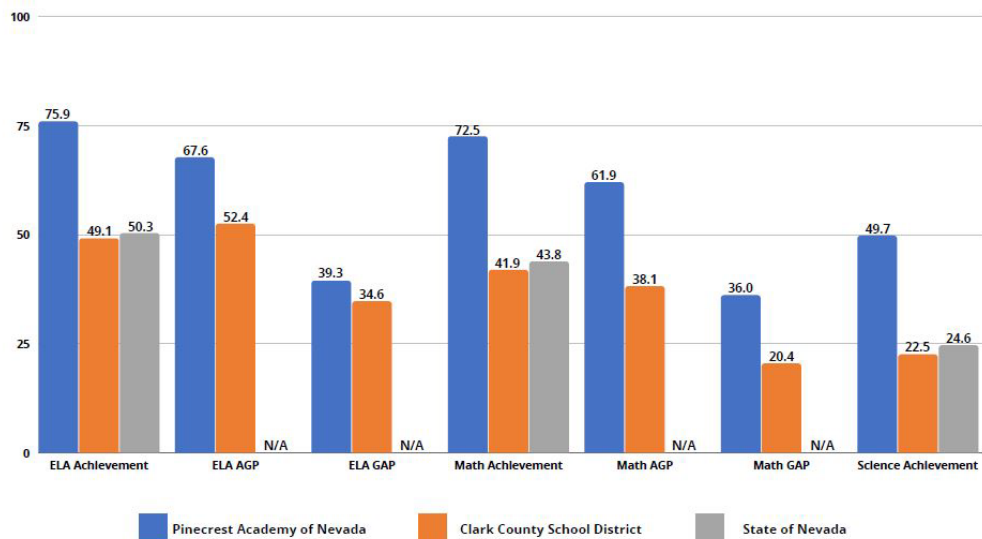
Nevada Schools

2018-2019 Nevada Middle School Academic Achievement



*The state of Nevada does not publicly report growth data for AGP or GAP

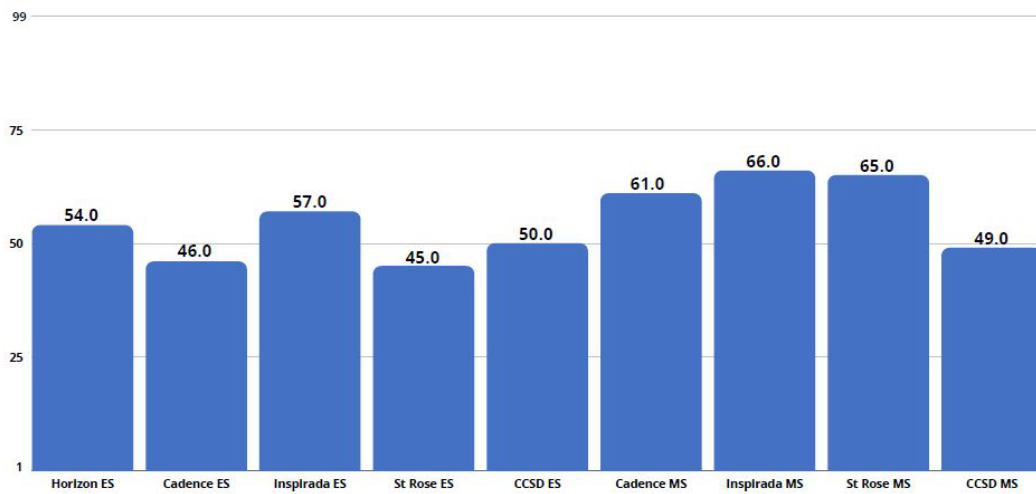
2018-2019 Nevada Elementary Academic Achievement



*The state of Nevada does not publicly report growth data for AGP or GAP

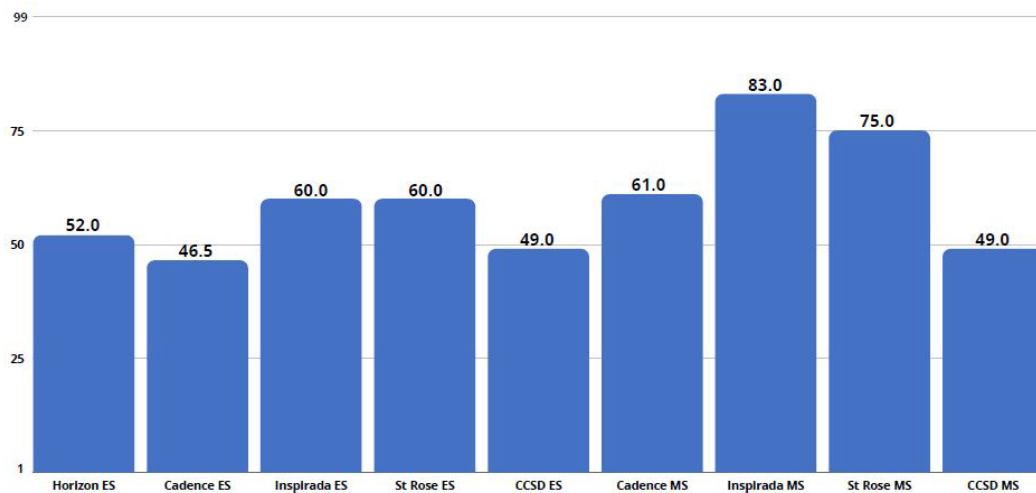


2018-2019 Nevada ELA Median Growth Percentile (MGP)



*The state of Nevada does not publicly report growth data for MGP

2018-2019 Nevada Math Median Growth Percentile (MGP)



*The state of Nevada does not publicly report growth data for MGP



Idaho School

Due to the ongoing disruptions caused by COVID-19, some metrics in the Idaho Report Card are missing for 2021. School identification and recognition labels reflect the status from the 2019/2020 school year, which have been carried forward for the 2020/2021 and 2021/2022 school years.

<https://idahoschools.org/districts/553/profile>

ABOUT OUR STUDENTS

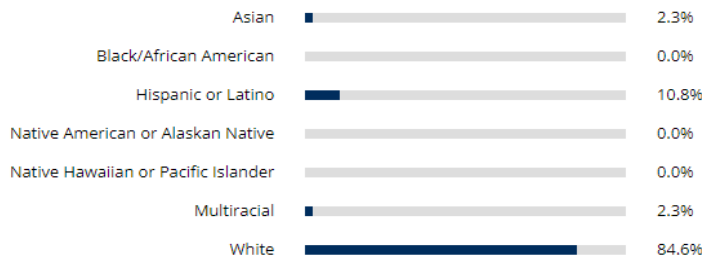
TOTAL ENROLLMENT

130

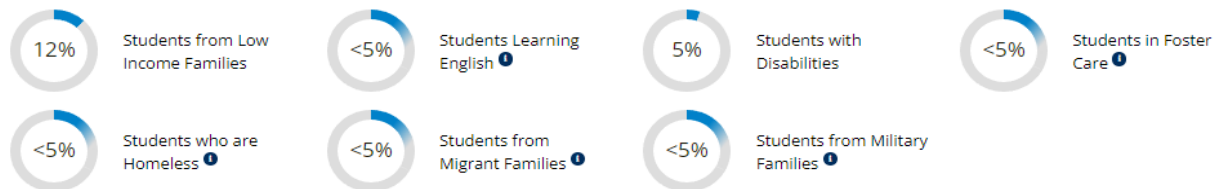
HISTORICAL ENROLLMENT

2021

ENROLLMENT BY RACE/ETHNICITY



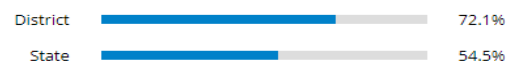
ENROLLMENT BY STUDENT GROUPS



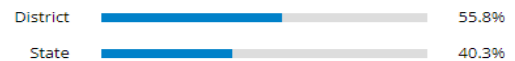
HOW DO STUDENTS IN THIS DISTRICT COMPARE?

IDAHO STANDARDS ACHIEVEMENT TEST - ISAT

ENGLISH LANGUAGE ARTS/LITERACY



MATHEMATICS

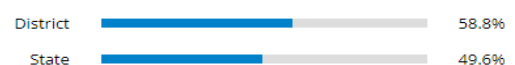


SCIENCE



IDAHO READING INDICATOR

FALL 2020 PROFICIENCY



SPRING 2021 IRI PROFICIENCY





ORGANIZATIONAL LEADERSHIP

2019 - 2025
CORPORATE STRATEGIC IMPROVEMENT PLAN



ORGANIZATIONAL LEADERSHIP

GOVERNANCE AND LEADERSHIP

Pinecrest Academy, Inc., a non-profit Florida corporation, is the legal entity that operates the schools as per the Articles of Incorporation and Bylaws. The governing board of directors (the “Governing Board”) has the responsibility for the activities and affairs of the corporation, including management of the school and for providing continuing oversight of school operations. All corporate powers and functions are exercised by the Governing Board. The Governing Board is committed to the mission of the schools and is cognizant of its responsibility to effectively and properly manage public funds.

The Pinecrest Academy, Inc. Governing Board is the ultimate policy-making body with the responsibility of operation and oversight of the school including but not limited to academic direction, curriculum, and budgetary functions. The Pinecrest Academy Inc. The Executive Director serves as the liaison between the Governing Board and the school Principals. The Executive Director oversees all schools and ensures compliance of the schools with School Level AdvancEd Accreditation Standards. The Executive Director meets with the Pinecrest Leadership Coalition once per month and conducts formal and informal visits throughout the year, as well as oversees ongoing quarterly progress monitoring of data. The Executive Director reports to the Governing Board the findings as well as delivers an annual report on the academic and financial progress of the schools.

The school Principals, hired by the board, are responsible for all aspects of school operations within the scope of operating policies and procedures and budgetary functions as adopted and approved by the Governing Board. The school’s faculty and staff report directly to the Principal, who shall report to the Governing Board.

The School's on site administration (Principal, Assistant Principal and/or Lead Teacher) ensures that the operations of the School (resources, courses, policies) are in accordance with the mission and vision of the School as adopted and approved by the Governing Board. The administrative staff, as instructional leaders, make all school-based decisions, establishing and implementing procedures for the day-to-day operations of the School. The faculty and secretarial staff are responsible for carrying out these procedures in their daily activities and the School's on site administration (Principal, an Assistant Principal and/or Lead Teacher) ensures that the operations of the School (resources, courses, policies) are in accordance with the mission and vision of the School as adopted and approved by the Governing Board.

The Governing Board is the ultimate policy-making body for the school, and has the responsibility for the affairs and management of the school. The Governing Board provides continuing oversight of school operations, including a responsibility to effectively and properly manage public funds.



The Governing Board fulfills its responsibilities and obligations by performing the following duties, as well as any and all other duties specified in the pertinent State Statutes regarding Governing Boards of Charter Schools and any other duties specified therein the Schools' Bylaws:

- Oversees operational policies; academic accountability, and financial accountability.
- Annually adopts and maintains an operating budget.
- Exercise continuing oversight over charter school operations.
- Report its progress annually to its sponsor, which shall forward the report to the Commissioner of Education at the same time as other annual school accountability reports.
- Ensure that the charter school has retained the services of a certified public accountant for the annual financial audit who shall submit the report to the governing body.
- Review and approve the audit report, including audit findings and recommendations.
- Monitor a financial recovery plan in order to ensure compliance (if applicable).
- Report progress annually to its sponsor, including at least the following components (i.e. Charter School Annual Report):
 - Student achievement performance data.
 - Financial status of the School, including revenues and expenditures at a level of detail that allows for analysis of the ability to meet financial obligations and timely repayment of debt.
 - Documentation of the facilities in current use and any planned facilities for use by the charter school for instruction of students, administrative functions, or investment purposes.
 - Descriptive information about the charter school's personnel, including salary and benefit levels of charter school employees, the proportion of instructional personnel who hold professional or temporary certificates, and the proportion of instructional personnel teaching in-field or out-of-field.

The Pinecrest Academy Governing Board contracts with Academica, Inc., an Educational Services and Support Provider, to provide off-site support to the school. The support services to be provided are central office functions including but not limited to: assistance with facilities design and maintenance, staffing recommendations and human resource coordination, curriculum support, research and updating, sponsor relations and reporting, program marketing, general accounting services including bookkeeping, payables, asset management, budget preparation, risk management, cash flow analysis, and preparation of financial statements provided to the Governing Board for oversight and approval.



Governing Board Members:

Carlos Alvarez, Board Chair and President

Mr. Carlos O. Alvarez began his career in education over 20 years ago at the Ben Sheppard Annex as a paraprofessional who assisted with fourth and fifth grade students. Following the completion of his bachelor's degree in Elementary Education from St. Thomas University he taught at Ben Sheppard Elementary for three years. Concurrently, Mr. Alvarez earned a master's degree in Educational Leadership from Nova Southeastern University. His professional journey continued at Jose Marti Middle School where he served as a teacher and an Administrative Assistant. Upon completing the Miami-Dade County Public Schools Assistant Principal Preparation Program, he decided to venture into the charter school movement and excelled as an Assistant Principal at Mater Academy Middle/High Charter School. Then in 2008, he was selected to lead a unique charter school with an emphasis on public service academies in the same community in which he grew up. He finally had the golden opportunity to give back to the community as the Principal of COHEA Career & Collegiate Academy. It was his opportunity to give back to the community that gave him so much.

Principal Carlos O. Alvarez has provided the leadership that has been instrumental in propelling COHEA down a path of innovation and achievements since it opened its doors ten years ago. Principal Alvarez provided guidance over the specialized academy model at COHEA, which has earned the Florida Rating of an A for the past 5 years, has earned a graduation rate of over 98%, and has been recognized by *Newsweek*, *the Daily Beast*, and the *U.S. News and World Report* for students' academic accomplishments. Mr. Alvarez has had a lifelong impact on all the members of the COHEA Family and community and the boy who grew up playing in parks in the same COHEA community is now a man in the relentless pursuit of giving back to the community he has boundless gratitude towards.

Shannine Sadesky, MS. Ed. Director & Treasurer

Ms. Sadesky is one of Florida's most experienced and accomplished Charter School educators and administrators. She is currently the Principal at Somerset Village Academy and Somerset Academy Village Charter Middle School. After earning her bachelor's degree (cum laude) in Elementary Education from American University, Ms. Sadesky continued her graduate studies at Nova Southeastern University where she completed the certification program in Educational Leadership. Ms. Sadesky has been recognized as a Member of the Golden Key National Honor Society, a Broward Education Foundation Science Grant Recipient, and has received an award from the Annenberg Challenge Grant Project Steering Committee for Outstanding Leadership.



Ms. Sadesky is credited with securing a competitive grant sponsored by the Walton Family Foundation, which awarded over \$300,000 to Somerset's Miramar Campuses.

Sheila Caleo, Director & Parent Representative -

Sheila Caleo Gonzalez is an accomplished educational leader who has contributed to the field of education for over 25 years. She holds a Bachelor of Science Degree in Elementary Education from Florida International University with an endorsement in English as a Second Language (ESOL) and certification in Primary Education. She continued her studies and earned a master's degree in educational leadership from Florida International University.

Ms. Caleo Gonzalez began her educational career in 1997. She has worked as an educator in the Mater, Somerset, and Pinecrest Charter School system managed by Academica since 1998. In 2009, she became the pre-school director at Somerset Academy South Miami. In her current position, she is the founding principal at Mater Grove Academy, which opened its doors in 2011.

Ms. Caleo Gonzalez lives by the motto, "that every student matters and every moment counts." She prides herself on knowing each of her students and creating a climate of collaboration at her school. It is her belief that children learn best when students, parents, teachers, and staff take part in the learning process. She feels that teamwork is the ultimate way a school can be successful in reaching each child's maximum potential. In 2021, Ms. Caleo Gonzalez was elected to serve as a Governing Board Member of Pinecrest Academy, Inc.

Juan Molina, Directory & Secretary

Mr. Molina has a passion for and in-depth experience working with high-paced/fast-growth companies, specifically in healthcare. He is currently part of the founding team at CareCloud, a Cloud-based software and services providing the next generation of practice and clinical management technologies and serves as the company's Director of Business Development/Sales and Chief Evangelist. Prior to CareCloud, Mr. Molina was also part of the founding team of Avisena, an ASP revenue cycle management (RCM) company. At Avisena he served the company in several roles beginning in the technology division where he was responsible for the design, development, and implementation of the company's network and application infrastructure. He was later responsible for key aspects of the company's first merger and acquisition and served as the project manager for the M&A, managing key areas such as human resources integration, change management issues, and technology infrastructure transitions. He also served as Avisena's first Marketing Manager implementing their go-to-market strategy and successfully launching and positioning their products and services in the marketplace. He also played a crucial role in developing the company's strategy for its sales and marketing division. His leadership helped transform sales and resulted in double-digit growth since 2004, where he served as Director of Business Development. Mr.



Molina has been honored by the South Florida Business Journal as the winner of the “Up and Comer” Award in the Professional Services category and by South Florida Business Leader as a “Mover and Shaker”.

Dr. Erin Demirjian, Director

Dr. Demirjian has worked in the field of psychology & mental illness for the past ten years. She is currently working as a Therapist at Citrus Health Network where she provides individual therapy and treatment plans for both adults and adolescents. Her previous experience includes supervision of a team of counselors that provide mental health counseling in Broward County Public Schools. She also served as a Therapist & Psychometrician at the Federal Detention Center in Miami, Florida. Dr. Demirjian attended Roger Williams University where she received her Bachelor of Arts Degree in Psychology. After receiving two Master of Arts & Science Degrees she went on to receive her Doctorate in Clinical and Forensic Psychology. She was a member of the Psi Chi National Honor Society. Dr. Demirjian is a member of the American Psychological Association & is certified in Seeking Safety Therapy, Motivational Enhancement Psychological Association & is certified in Seeking Safety Therapy, Motivational Enhancement Therapy (MET), Dialectical Behavioral Therapy (DBT), HIV Training, First Aid, and CPR.

Carlos Coello, Director & Student Alumnus

Mr. Coello is a proud alumnus of Pinecrest Academy, having attended Pinecrest Preparatory Middle and Pinecrest Preparatory High Schools, graduating from Pinecrest High in 2013. After graduating from high school, Carlos attended Florida International University (FIU) and graduated with a Bachelor of Arts degree in Public Relations. During his tenure at FIU, Carlos served as president of Pi Kappa Phi and worked as a recruitment assistant of FIU’s Chapman Graduate School. These positions, along with his Postsecondary studies and current work experience, have helped to prepare Carlos for his role on the Pinecrest Governing Board. Moreover, his academic career with Pinecrest as well as currently living in the Pinecrest community, allow Mr. Coello to represent his fellow Pinecrest alumni and the people of the Pinecrest community, being their voice and representing their interests while he serves as a Director on the Governing Board of Pinecrest Academy, Inc.

Albert Maillo, Director & Student Alumnus

Albert Maillo is an alumnus of Pinecrest Preparatory Academy Charter High School, graduating in May of 2019. Since graduation, he has received his AA from Miami Dade College and is working towards his Bachelor of Arts in Political Science at Florida International University. Albert is currently working with Onsite Permit Consultants, Corp. as an assistant permit expeditor and serves on the Pinecrest Academy, Inc. Governing Board. Albert's professional experience has helped him to develop and promote the Pinecrest network.



Pinecrest Leadership Coalition

The Pinecrest Leadership Coalition (PLC) is composed of Executive Directors, Associate Directors, school Principals, and Administrators, effectively nurturing reciprocal relationships in order to implement the Pinecrest Academy, Inc. vision and mission. The PLC meets monthly to share best practices, progress monitor data, design professional development activities, and cohesively align curriculum and instruction among all school sites. Each site Principal oversees an area of administration, assuring that each school site is in compliance with policies and procedures.

Pinecrest Academy, Inc. - Florida

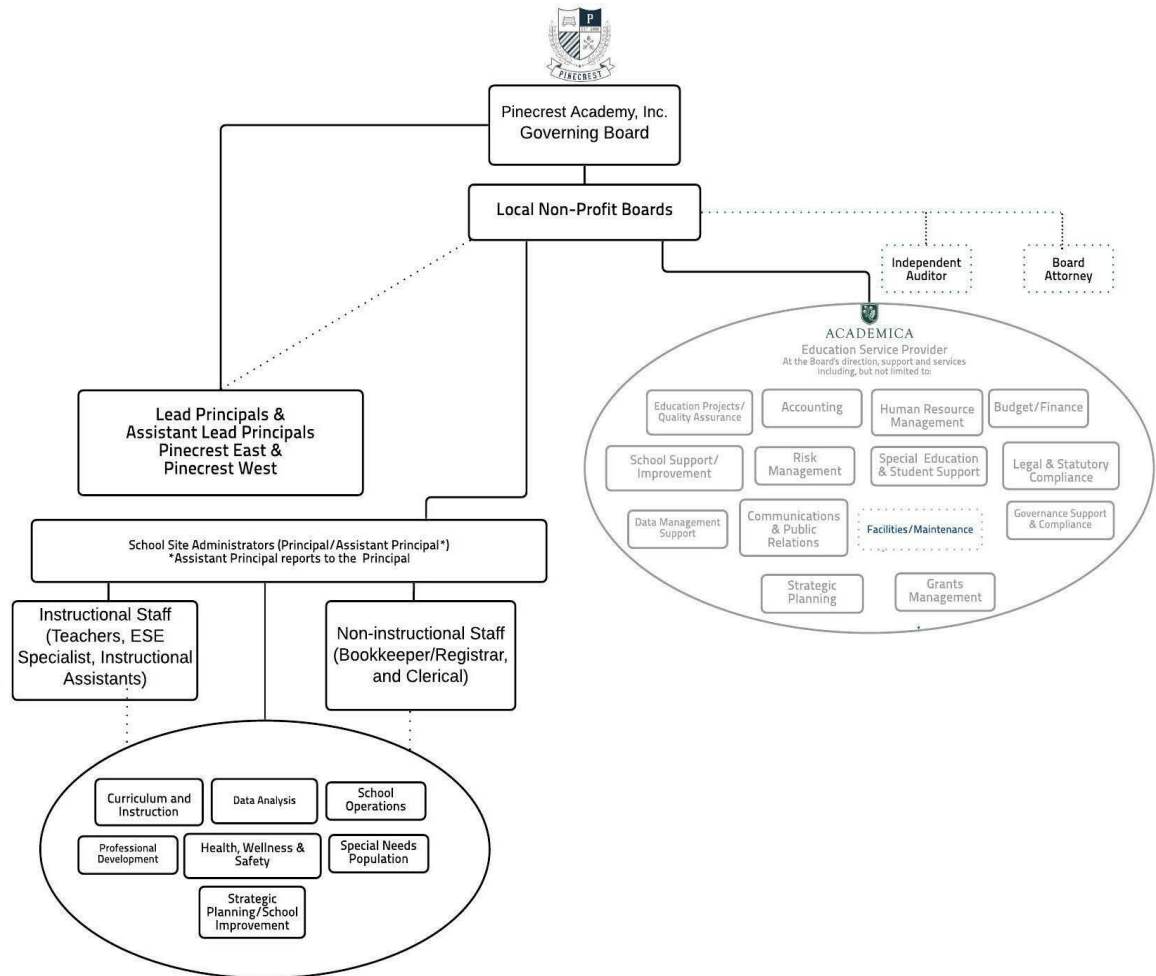
- Dr. Susie Dopico, Lead Principal for Pinecrest Academy, Inc. - Florida
- Elaine Clemente, Assistant Lead Principal for Pinecrest Academy, Inc. -Florida
- Ericka Briones
- Cristina Alcalde
- Ana Diaz
- Amelia Estrada
- Yazmeen Khan
- Victoria Larrauri
- Aimee Mielke
- Sylvia Mijuskovic
- Desiree Lumpuy
- Jorge Rivas
- Vanessa Rodriguez
- Rebecca Schanck

Pinecrest Academy, Inc. – West (Nevada & Idaho)

- Lisa Satory, Lead Principal for Pinecrest Academy, Inc. – West (Nevada & Idaho)
- Jessica LeNeave, Assistant Lead Principal for Pinecrest Academy, Inc. - West
- Jon Haskel
- Denise Marie Kozlowski-Schumacher
- Jami Austin
- Michael O'Dowd
- Wendy Shirey



Pinecrest Organizational Chart





QUALITY ASSURANCE

2019 - 2025
CORPORATE STRATEGIC IMPROVEMENT PLAN



QUALITY ASSURANCE

All Pinecrest Academy, Inc. schools are accredited by COGNIA, under the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS-CASI).

As such, the Pinecrest Academy, inc. Governing Board verifies that schools under its auspices meet Cognia's Quality School Performance Standards, commit to continuous improvement processes, and adhere to all Assurances specified as a condition of their School accreditation.

Pinecrest Academy, Inc. has clearly defined Quality Assurance Roles and Responsibilities for several individuals or groups who provide continuing quality assurance oversight over the Pinecrest Schools and who report to the Board. Pinecrest has a Quality Assurance Manual, wherein those QA Roles and Responsibilities are identified, in addition to external audits and compliance measures that are in place to ensure charter school governing boards, and school site employees and any other related contracted personnel working at or for the schools comply with Federal, State and Sponsor laws and/or mandates with regards to charter school operations and implementation of state, federal and district programs. This Quality Assurance Guide defines the roles and responsibilities of the Corporation's stakeholders in the quality assurance process. It serves as an internal tool for individual schools and for the corporation to ensure that we continue to meet the quality standards in our efforts to make continuous improvement a priority.

Pinecrest Academy, Inc. uses a variety of monitoring tools and individuals to document compliance with local, state, and federal mandates, as well as to ensure continuous improvement of the corporation and the schools. The corporation uses multiple instruments and resources to monitor quality assurance and to document the schools' improvement efforts. These include but are not limited to:

- Pinecrest Academy, Inc. Strategic Plan
- Individual School Improvement Plans
- Faculty & Staff and Principal Evaluation Systems
- Cognia Stakeholder Survey Reports
- Sponsor, School and colēgia/ARIES Surveys
- Student Performance Indicators
- Annual Charter School Accountability Report submitted to the Florida Department of Education (and monitored by the Sponsor) by all Florida schools
- Authorizer Oversight of School Improvement Plans
- Charter School Compliance Reviews by respective Charter School Sponsors



- Authorizer Compliance visits (e.g. State Public Charter School Authority Visit)
- Data Capture Reports – Pinecrest Schools use data specialists to assist the Corporation and the schools in collecting, disaggregating, and processing individual student performance and achievement data on an on-going and consistent basis (after every quarterly assessment and throughout each school year). The data specialists provide schools with reports based on state assessments data disaggregated by areas of strength, by student, by standard, by teacher, and by school.
- Academica - functions solely as a service/support provider, similar to any vendor the Governing Board hires to provide a service for their schools. Academica provides a multitude of ancillary support and resources to the PAI schools, at the direction of the Governing Board, ensuring school site administrators at the schools under their auspices can focus on providing the most appropriate and effective educational program for its students. The ESP does not manage the day-to-day operations of a school, but rather provides “back office” support for the Board through a team of individuals with expertise in the areas of business, law, facilities, quality assurance, strategic planning and development, and governmental compliance. The Board does entrust Academica to provide a Quality Assurance component, especially in the areas of data reporting, blended learning (or remote live instruction when necessary), budget and finance, to special needs populations, strategic planning and school improvement, school safety, student mental health support, communication and public relations, among other things deemed necessary and purposeful by the governing board.
- Academica Virtual Education - Academica supported online learning for the schools within its network during the COVID-19 school closures. Despite school closures due to COVID-19, Academica-supported schools kept their doors open - online. Well before closing, Academica assisted schools in surveying their families to ensure they had Internet service and devices. Families in need received devices and help with Internet service. Academica’s digital learning branch, Academica Virtual Education, provided online classrooms for all teachers through a secure platform, Colegia. The online platform connected every child with their classroom teacher - live. Thousands of teachers were trained the weekend before the schools reopened in order to fully implement the online learning platform. Students learned together with the Academy, inc. Organizational Chart, the organization currently has financial, human, and material resources to meet the Cognia standards for Quality Corporation Systems at an Impact or at minimum improvement level. Additionally, Pinecrest Academy, Inc. Schools will also meet the quality school standards and commit to continuous improvement processes which have historically yielded excellent student performance and achievement results, graduating Pinecrest Academy, Inc. students not only college-bound but also college ready.



EXTERNAL AUDITS

Quality Assurance Via “External Audits” - External audits provide an additional means to monitor and evaluate school-wide and systemic improvement efforts. As a system of charter schools, there are many levels of monitoring and scrutiny by Federal, State, Sponsor/Charter School Authorizer. Each level informs on the success of our efforts for continuous improvement. These audits are conducted by way of school site visits to Pinecrest schools, as well as by way of submission and evaluation of all school operations, including compliance with federal programs (Title I -IV, National School Lunch Sponsorship), student performance and achievement accountability, curriculum and instruction, professionalism of teachers and administrators, financial audits, etc. Specifically, reporting requirements include:

- Annual Charter School Accountability Report
- Sponsor Audits/ Compliance review by district or state authorizers
- Title I Audit/Visits
- Sped/ESE Audits by Sponsors and State
- ELL Audits by Sponsors
- Curriculum and Instruction Visits by Sponsors
- Opening Visit by Sponsor
- Lunch Audits
- Health Department Audits
- State Security Audits
- Audited Financial Statements
- Contract for Charter Staff
- Application Accountability Report
- Cognia Engagement Review Visit at the Corporate Level every five years



STRATEGIC IMPROVEMENT PLAN

2019 - 2025

CORPORATE STRATEGIC IMPROVEMENT PLAN



CORPORATE STRATEGIC/IMPROVEMENT PLAN 2020-2025

Goal 1: High Quality Education

All Pinecrest Academy, Inc. schools will continue to provide a high-quality education focused on proficiency in all state-tested areas by setting a standard of high expectations for all students with an equitable, rigorous, and individualized curriculum.

Pinecrest Academy, Inc. schools will increase or at minimum maintain:

- the number of students in grades K-12 who will perform at or above grade level in reading, math, writing, and science as measured by the state assessments.
- enrollment and graduation rates.
- middle school student participation and performance in advanced courses and approved high school courses.
- high school student participation and performance in Advanced Placement, Dual Enrollment, Honors, and/or Industry Certification courses and/or examinations over the next five years.

Pinecrest Academy, Inc. schools will continue to:

- implement multi-tiered tutorial, remediation programs, and after-school tutoring programs to provide enrichment and intervention for students.
- monitor instructional practices through supervision and ensure that they are aligned with the school's values, beliefs, and state-approved curriculum.
- analyze student data from district assessments, classroom assessments, and state assessments to adjust instruction as needed with appropriate research-based intervention.

Goal 2: Operate and Function Effectively and with Transparency

All Pinecrest Academy, Inc. schools will continue to operate and function effectively, and remain transparent with progress towards goals to their respective stakeholders.

Pinecrest Academy, Inc. schools will:

- continue to use School Improvement Plans to evaluate the measurable goals set, and planned strategies, and adjust instruction, as needed.
- effectively monitor, supervise and inform classroom instruction and practices to ensure student learning.
- maintain effective and transparent communication with stakeholders and the governing board regarding progress and outcomes.



- make certain every student has an adult advocate that supports their educational experience.
- Implement a research-based social emotional learning curriculum (SEL) and provide training for educators in Youth Mental Health, First Aid (YMHFA) and SEL curriculum
- utilize grading and reporting systems which will be communicated with all stakeholders
- Review and update strategic plan annually or as needed to address unanticipated changes and challenges to and affecting the learning environment
- monitor school site budgets and allocate resources that may be needed to ensure safe learning environments, adequate facilities conducive to learning and consistent measure growth and improvement of each student
- Reflect and take action to make improvements, learned during self-improvement journey and based on recommendations given through the accreditation process
- Monitor budget to ensure competitive compensation for teachers to attract quality educators

Goal 3: Rigorous Education Program

All Pinecrest Academy, Inc. schools will continue to offer rigorous, educational programs to address 21st century (and beyond) skills to meet the needs of diverse learners.

Pinecrest Academy, Inc. schools will:

- utilize research-based instructional resources in core classes that support college and career readiness in grades K-12.
- continue to use research-based technology programs that support educational enhancements that meet student needs.
- continue to provide student support services in grades K-12 to meet the students' educational and career planning needs.
- increase the educational institutions technological infrastructure capacity.
- monitor the implementation of standards-based lessons designed to engage students in the mastery of learning standards
- pursue STEM certification in all schools.
- create and annually monitor a Pinecrest Inc. five-year school development and expansion plan.



Goal 4: Increase Community and Parental Involvement

All Pinecrest Academy, Inc. schools will continue to increase community and parental involvement by utilizing the resources that may be available to the schools.

Pinecrest Academy, Inc. schools will:

- develop partnerships with community businesses in conjunction with Academica, Inc. to explore grants and to promote student performance and achievement and growth.
- ensure that parental involvement will increase within the next five years as measured by the school improvement plan, surveys, and parent sign-in sheets
- increase student participation in local, district, national and international competitions.
- identify system-wide community involvement activities that promote family culture and community connection at our Pinecrest schools.
- develop system-wide stakeholder climate surveys to provide organizational feedback and support system improvement.

Goal 5: Continuous Improvement

All Pinecrest Academy, Inc. schools will continue to support continuous improvement through professional development for all school personnel.

Pinecrest Academy, Inc. schools will:

- continue to engage in principals meetings (Pinecrest Leadership Coalition) to
 - share best practices and problem solving in a variety of areas ranging from leadership, data, pedagogy, strategic use of social media for marketing, etc.
 - facilitate opportunities for Principals, Assistant Principals, Lead Teachers, Grade/Department Level Chairs and Classroom Teachers to discuss common challenges and problem-solving strategies and share within their own cohorts of colleagues
 - ensure that individual school-improvement plans and districts reviews are aligned to corporate strategic goals in order to support system-wide and school-based needs
- provide professional development and utilize an effective mentoring program to ensure all teachers are highly qualified and there is overall alignment with the mission of the schools and the network.
- continue to train professional and support staff in the interpretation, use and application of data.
- provide opportunities for staff to enhance their content knowledge and learn effective strategies based upon state standards and best practices in respective disciplines.



- provide professional development to assist staff in designing, utilizing, evaluating, and revising instructional practices to narrow the gap for low performing students.
- identify network and schoolwide professional development needs based on student performance and achievement data

Goal 6: Quality Instruction Through Unprecedented Times

All Pinecrest Academy, Inc. schools will continue to deliver quality instruction to all students during unprecedented emergency situations (such as a COVID-19 Pandemic, etc.).

Pinecrest Academy, Inc. schools will:

- prepare and implement an instructional continuity plan
- increase technological infrastructure to provide for real life technology use and application for all Pinecrest students
 - ensure students have internet accessibility for RLI
 - ensure all students have a device (to ensure equitable) technology implementation, otherwise provide
 - equip schools with ability to implement remote live instruction
 - Implement “Classroom of the Future” (COTF) technology and training to provide a remote learning instruction (RLI) option for students and families
 - Identify and deliver targeted and relevant PD such as google classroom and relevant platform offerings
- partner with Academica Virtual Education for increased curriculum offerings
 - identify instructional models for virtual learning
 - implement digital learning platform



STRATEGY FOR GROWTH

2019 - 2025

CORPORATE STRATEGIC IMPROVEMENT PLAN



STRATEGY FOR GROWTH

Pinecrest Academy, Inc. will follow the current Replication and Growth plan, which has proven to be very successful among the schools over the past decade. The plan includes:

- Determining Need- Areas with low-performing public schools and a demand for improved educational programs are targeted.
- Cultivating Relationships- Positive relationships with local community and school districts in the areas with needs will be developed, as well as expanding in districts where Pinecrest Academy, Inc. has already established a reputation of success with stakeholders.
- Acquiring Financial and Human Resources necessary to achieve the proposed performance goals.
- Academic Stability
- Developing a clearly articulated strategic plan for teaching and learning that is aligned to the proposed student performance goals
- Providing administrative and operational start-up support through the existing network of Pinecrest Principals and mentors.
- Using data to understand and improve school effectiveness to successfully monitor and analyze changes in student performance throughout the school year.
- Promoting and consistently maintaining parental involvement to encourage parents to be actively involved in their child's education.
- Financial Sustainability
- Conservative Budgets- Budgets will be kept conservative throughout Pinecrest
- Academy, Inc. considering only state, federal and local funds per pupil, without factoring grants or other funding.
- Collaboration- Resources are shared
- Developing Professionals- Preparing administrators, teachers, and staff with the necessary tools to achieve student achievement through the implementation of best practices.

FUTURE PLANS

Pinecrest Academy, Inc. plans for future schools center on the replication of schools in its current inventory that have been successful academically and financially. Over the next five years of development, Pinecrest Academy, Inc. specifically seeks to continue assessing its instructional model by evaluating student and teacher performance using an integrated data collection system. The corporation also will align its professional development program for staff and administration to meet its vision, mission, and goals while enhancing its ability to support its schools both in Florida and Nevada with a structured system of quality assurance.



FACILITIES

The Pinecrest Florida, Pinecrest Nevada and Pinecrest Idaho Boards currently work with its service and support provider, Academica, to secure land and facilities for its new schools.

In Orlando, Florida, Pinecrest has planned to build phase 2 of the Pinecrest Wesley Chapel school campus. Currently operating as a growing K-8 school site in Pasco County, Florida, the expansion will allow for expanded enrollment throughout all grades. Concurrently, the Board has submitted for growth in the school to include grade 9-12, resulting in a third campus building targeting completion in 2024 or 2025. Additionally in Pasco County, Pinecrest Academy Connerton will be developing a new K-5 school campus in Land O Lakes, Florida. As the school becomes established, the Board has planned growth to expand the grade offerings to include the middle school grade levels (6-8).

In Nevada, the Pinecrest Nevada Board has planned to build a K-12 school site in Las Vegas, Nevada. The new Pinecrest Springs campus is a proposed K-12 STEM focused school projected to open in August 2023. The targeted campus location in the central Las Vegas valley is in close proximity to The Springs Preserve. Projected enrollment at opening is approximately 600 students with a build out capacity of 1,800 students across grades K-12. In addition to the Pinecrest program, Pinecrest Springs will offer exciting, in demand Career Technical Education (CTE) offerings to students in high school to prepare them for the college, career, or technical trade of their choice.

In the other markets Pinecrest is currently operating, the Board is analyzing potential options for strategic growth and meet the needs and demands of students and families.

FINANCIAL PLAN

Pinecrest Academy, Inc. has designed a school budget for each school it plans to replicate which delineates ongoing expenses, including salaries, lease payments, equipment maintenance, and building repairs. All expenses for the school will be covered in the basic charter school funding formula and are reflected in each school's operating budgets for the next five years.

Any additional grant funding allows the School to build a solid foundation and are not intended to supplant the income the School will receive from generated FTE funds. To that end, the School's revenue forecast is conservative and is based upon only anticipated FTE revenue, and will allow fiscally sound operation at the expiration of grant funding. The budget provided includes all expenditures necessary to operate the school, support an effective educational program, and address the needs of the students, staff, and administration. This responsible and realistic plan will ensure the School's financial viability and success.



FINANCIAL RESOURCES

The leadership at each Pinecrest Academy, Inc. school creates and maintains a balanced budget that supports the vision, purpose, beliefs and values, educational programs, and action plans for improvement. Each school benefits from the support and scrutiny of several entities – including the governing board, sponsoring local school district, Academica (who was selected by the governing board) – to provide guidance and resources to assist the schools with fiscal responsibility and accountability. Quarterly financials are reviewed annually by the sponsoring entity. The governing board contracts annually with an independent professional accounting firm to complete annual audited financials which are submitted to the sponsoring entity and state.

PHYSICAL RESOURCES

Each school, under its local school district sponsor, complies with all local, state, and applicable federal laws and regulations, responding annually to inspections on site, facilities, and equipment as a condition to remain open (fire, health and food service inspections, insurance, building codes). Additionally, local school district employees visit the schools to ensure safety measures are in place according to all codes and requirements. Throughout the year, principals maintain the facility and plan for site improvements based on school needs (for example expansion, repairs, addition of safety equipment such as fences and security, and technology security entrance checks). The governing board approves all new additions and repairs in large monetary amounts. In addition, some of the questions on the Parent Climate Survey deal with safety, and the physical plant. The results are tabulated, analyzed and responded to by the charter school and governing board.

MATERIAL RESOURCES

Pinecrest Academy, Inc.'s goal, along with the school leadership, is to provide intellectual and physical access to a variety of materials in different formats to all its students and their learning styles. This includes textbooks, computers, and a library. Depending on the size of the student population, Pinecrest Academy, Inc. schools have media specialists to provide trainings to staff and lessons to students. When this is not budgetary sound, teachers and/or parents' guide students in how to use the library and computer labs. All stakeholders are trained on acceptable uses of the internet and media center policies.



MANAGING RESOURCES

Pinecrest Academy Network Fee

The core philosophy and vision of our Pinecrest Academy, Inc. family is to empower each student to succeed in life and contribute to society in a positive manner. We envision students who will make a lasting impact on peers, communities and are conscious of their purpose in the world at large. To develop compassionate and empathetic students, we will provide a safe and nurturing environment where there is mutual respect amongst all members of our school community. Students will come to school prepared and eager to learn. By exposing our children to diverse curricula and differentiated activities, we will develop life-long, intrinsic learners. To maintain this culture and level of excellence throughout the network, Pinecrest Academy, Inc. established a fee of \$100 per K-8 student and \$150 per high school student for the following network-level benefits and services.

Professional Development

- Pinecrest Academy, Inc. is committed to offering its teachers, administrators and governing board, quality professional development that nurtures their growth. This blueprint for professional development and administrative support leads to effective instructional practice, essential tenet for all Pinecrest Academy, Inc. schools to achieve its mission of educating global leaders.
- Funding is allocated for board members to receive training to maintain current knowledge of the laws, regulations, and best practices in non-profit governance, charter schools, and education.
- Funds are also allocated for instructional and administrative staff to attend regional, state and national conferences in order to stay abreast of the latest trends and developments. Activities are designed to build the capacity of the network schools operations
- Pinecrest Academy, Inc. monitors the progress of all its schools.
- Pinecrest Academy, Inc. reviews and approves annual school budgets, updates and analyzes quarterly the National School Lunch Program (NSLP) oversight.
- Pinecrest Academy, Inc. also investigates and reviews facilities enhancement, changes and retrofits.
- Pinecrest Academy, Inc. offers financial support for developing schools and engages in a process of level auditing to assure accounting and tax compliance.



Network Access

- Pinecrest Academy, Inc. principals from across the nation meet regularly to discuss effective practices.
- Pinecrest Academy, Inc. provides funding for strategic deployment of instructional and administrative staff to assist and support other network schools including travel, meals, and lodging for teacher, administrator, and staff support.
- Administrators regularly attend scheduled “Principal Chats” designed to discuss common challenges, concerns, and solutions
- Access to a diverse network of experienced Principals and Administrators nationwide sharing “Best Practices”.

College Readiness and Academic Support

- Pinecrest Academy, Inc. is committed to continuous improvement. All stakeholders collaborate and share uniform guidelines to improve student performance, sharing best practices in teaching and learning.
- Interpretation and dissemination of student achievement data is designed to inform all stakeholders of learner progress, and if need be, revise goals and strategies for improvement.
- By using the network resources, Pinecrest Academy, Inc. assists in coordinating the implementation of the school’s academic program.
- Pinecrest Academy, Inc. supports signature college preparatory curriculum that seamlessly incorporates college and career readiness skills beginning in elementary and leading to its rigorous high school programs.

Strategic Planning

- The Governing Board meets regularly to develop short and long-term goals to assure the success of each charter and its financial continuity, including financial advice and planning.
- Pinecrest Academy, Inc. researches and reviews new facilities and assists in obtaining grants for developing schools.
- Pinecrest Academy, Inc. supports the decision-making autonomy of each school-site.