



# Brevard Academy

## Strategic Planning

### Summer Retreat

Published on June 18, 2026 at 2:56 PM EDT

Amended on June 26, 2026 at 7:11 AM EDT

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#### Date and Time

Friday June 26, 2026 at 9:00 AM EDT

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#### Mission:

The Mission of Brevard Academy is to prepare its students to achieve academic excellence through the Core Knowledge Sequence. Through a partnership involving students, teachers, and parents the school strives to create citizens with strong moral character and active intellectual inquiry.

#### Vision:

Brevard Academy: A Challenge Foundation Academy (BA-CFA) a K-8 public charter school develops and encourages motivated, intellectually curious students who are skilled in critical thinking, individual expression, and problem-solving. From their diverse backgrounds, students accept our challenge to pursue personal and academic excellence. Through this pursuit, they become confident members of their community who lead by serving others.

#### Strategic Goals:

1. Ensure Academic Success for Every Student
  2. Provide Effective & Innovative Learning Environments
  3. Recruit, Hire and Retain Highly Effective Personnel
  4. Use Resources Effectively & Be Fiscally Responsible
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5. Engage Our Communities

Agenda

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Purpose | Presenter      | Time            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------|-----------------|
| <b>I. Opening Items</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                | <b>9:00 AM</b>  |
| A. Record Attendance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                | 1 m             |
| B. Call the Meeting to Order                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |                |                 |
| <b>II. Teambuilding</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                | <b>9:01 AM</b>  |
| A. Teambuilding Exercise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FYI     | Jennifer Silva | 15 m            |
| <b>III. Facilities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |         |                | <b>9:16 AM</b>  |
| A. Facilities Strategic Planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Discuss | Tyree Griffin  | 50 m            |
| <ul style="list-style-type: none"><li>• Maintenance and Improvement Update<ul style="list-style-type: none"><li>◦ Brush Clearing</li><li>◦ Playground Updates</li><li>◦ Site Improvement<ul style="list-style-type: none"><li>▪ Sun Shades</li><li>▪ Painting</li><li>▪ Bird Removal</li></ul></li></ul></li><li>• Arts/STEM Building Progress<ul style="list-style-type: none"><li>◦ Estimated Completion Date: January 13, 2027.</li><li>◦ Tentative Grand Opening: February 17, 2027.</li></ul></li><li>• Future Needs<ul style="list-style-type: none"><li>◦ Paving and Sidewalks</li><li>◦ Interior Improvements<ul style="list-style-type: none"><li>▪ Music Room Conversion to EC Space</li><li>▪ Art Room Conversion to Multipurpose Space/Lunch Room</li><li>▪ AIG Room Conversion to Teacher Resource Room</li><li>▪ Teacher Workroom Conversion to Staff Lunchroom</li></ul></li></ul></li></ul> |         |                |                 |
| <b>IV. Morning Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                | <b>10:06 AM</b> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Purpose | Presenter      | Time            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------|-----------------|
| <b>A. Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | FYI     | Jennifer Silva | 10 m            |
| <b>V. Governance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |                | <b>10:16 AM</b> |
| <b>A. Governance Strategic Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Discuss | Abe Pallas     | 45 m            |
| <ul style="list-style-type: none"> <li>• Policy Review <ul style="list-style-type: none"> <li>◦ Mandatory Policies <ul style="list-style-type: none"> <li>▪ Grievance</li> <li>▪ Conflict and Nepotism</li> <li>▪ Employee Criminal History</li> </ul> </li> <li>◦ Internal Annual Review <ul style="list-style-type: none"> <li>▪ Flex Policy</li> <li>▪ Internet Safety</li> </ul> </li> </ul> </li> <li>• Board Development <ul style="list-style-type: none"> <li>◦ Training Topics for 2026-2027</li> <li>◦ Needs for Growth</li> <li>◦ Board Meeting Cadence</li> <li>◦ Committee Onboarding <ul style="list-style-type: none"> <li>▪ What does each committee do?</li> </ul> </li> </ul> </li> <li>• Strategic Planning Review <ul style="list-style-type: none"> <li>◦ Review of Board on Track Success Plan Goals</li> <li>◦ Moving Forward without The Challenge Foundation Academies Support</li> </ul> </li> </ul> |         |                |                 |
| <b>VI. Board Training</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |         |                | <b>11:01 AM</b> |
| <b>A. Board Training</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Discuss | Jennifer Silva | 75 m            |
| <ul style="list-style-type: none"> <li>• Board Training with our Attorney <ul style="list-style-type: none"> <li>◦ Stephanie Klupinski, 11:00 am. <ul style="list-style-type: none"> <li>▪ Exclusion Process</li> <li>▪ Board Members and Grievances</li> </ul> </li> </ul> </li> <li>• Review of Board Best Practices</li> <li>• Review of Board on Track</li> <li>• Board Job Descriptions</li> <li>• What's the difference between Governance and Operations?</li> <li>• How is AI impacting education?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          |         |                |                 |

|  | Purpose | Presenter | Time |
|--|---------|-----------|------|
|--|---------|-----------|------|

**VII. Finance****12:16 PM****A. Finance Strategic Planning**

Discuss

Paul Cooper

45 m

Cory Draughn, CSP CEO, Presenting

- Board Member Fiduciary Responsibilities
  - Treasurer Role
  - Finance Committee Member Roles
  - Board Member Role
  - Fraud Prevention
- Long-Term Planning
  - EFS Items
    - What items should be included?
  - Cash on Hand Strategies
    - What is required?
    - Should we have a maximum?
    - Goals for COH
  - Investment Strategies
    - What should be invested?
    - Board's Role
    - Operational Team's Role

## Operational Items

- Fundraising Goals
- 2026-2027 Budget Update and Cost-Saving Measures
  - Create a Communications Coordinator Position
    - Multiplies the effect of our advertising dollars
    - Provides relief to our front office staff
    - Reduces the overall budget
  - Technology Purchases
  - Facility Upgrades Addressed Now

**VIII. Lunch****1:01 PM****A. Lunch**

FYI

Jennifer Silva

60 m

**IX. Operational Updates****2:01 PM**



|                                           | Purpose | Presenter  | Time |
|-------------------------------------------|---------|------------|------|
| <b>A. Operations and Academic Updates</b> | FYI     | Ted Duncan | 30 m |

- EOG (End-of-Grade) Assessment Performance
  - We should reach our overall goal of 70% once growth is factored in.
  - Focus for 26-27
    - 5th/6th Grade Reading
    - 6th-8th Grade Math
- Required CTE Classes/Language/Outdoor Education
  - NC Middle School CTE Requirements
  - Language Classes at BA
  - Outdoor Education will be taught in place of Spanish and Duolingo.
- Personnel Update
  - Ms. Peterson is moving to Kindergarten
  - Ms. Ballew is moving to 1st Grade
  - Ms. Bartles (IA)--2nd Grade (Gamache)
  - Ms. Sprunger (IA)--6th Grade and Middle School Sub
  - Vacancies
    - PE Teacher
    - Athletic Director
    - Math 1 Teacher and Middle School Math Support
    - 7th/8th Grade Math Teacher
    - Instructional Assistants
      - Kindergarten--Ms. Patton
      - 1st Grade--Ms. Stirling
      - 5th Grade--Board Approval Needed

## **X. CEO Support And Eval 2:31 PM**

|                                                         |         |            |      |
|---------------------------------------------------------|---------|------------|------|
| <b>A. School Director Goals for the Year and Review</b> | Discuss | Ted Duncan | 10 m |
|---------------------------------------------------------|---------|------------|------|

Goals and Strategic Thinking

- [School Director Goals for 2026-2030](#)
- [SmartDollar Program for Employee Retention](#)

Closed Session

- Review of School Director Employment Agreement

|                           | Purpose | Presenter      | Time           |
|---------------------------|---------|----------------|----------------|
| <b>XI. Closing Items</b>  |         |                | <b>2:41 PM</b> |
| <b>A. Adjourn Meeting</b> | Vote    | Jennifer Silva | 1 m            |

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*This meeting is a public meeting of the BA-CFA Board in public for the purpose of conducting the School Corporation’s business and is not to be considered a public community meeting. There will be time for public participation as indicated on the agenda.*

# Coversheet

## Teambuilding Exercise

|                          |                                                 |
|--------------------------|-------------------------------------------------|
| <b>Section:</b>          | II. Teambuilding                                |
| <b>Item:</b>             | A. Teambuilding Exercise                        |
| <b>Purpose:</b>          | FYI                                             |
| <b>Submitted by:</b>     |                                                 |
| <b>Related Material:</b> | BA_Board_Committee_Organizational_Structure.png |



# BA Board Committee Organizational Structure



## CEO Evaluation & Support Committee

Comprised of the Chair, Vice-Chair, and CEO to manage academic and operational oversight.



## Finance Standing Committee

Led by the Treasurer with 3 members



## Governance Standing Committee

Led by the Secretary with 3 members



## Facilities Standing Committee

Three members



School Budget



Fundraising



Policy



Organizational Development



Strategic Planning



Maintenance



Improvement



Campus Expansion



# Coversheet

## Facilities Strategic Planning

|                          |                                                                                                                 |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Section:</b>          | III. Facilities                                                                                                 |
| <b>Item:</b>             | A. Facilities Strategic Planning                                                                                |
| <b>Purpose:</b>          | Discuss                                                                                                         |
| <b>Submitted by:</b>     |                                                                                                                 |
| <b>Related Material:</b> | Project List 2025 2026.docx<br>Brevard Academy Summer Projects 2026 - Projects.pdf<br>2026.06.25 inspection.pdf |

## Project List 2025-2026

1. Gaga Pit repairs and new mat installed
2. Painting in multiple classrooms and hallways
3. Hanging Banners in gymnasium
4. Clean out Storage Container
5. Pressure wash front of School and side patios and awnings
6. Pressure wash pavilion
7. Removal of paint on front patio
8. Drainage in K2 playground
9. Mulch in K2 playground
10. Remove existing front sidewalks to install more drainage
11. Install drainage in front landscaped area near Duncan's office
12. Remove old pavement and repave front parking area including new striping
13. Remove old entries and re-pour concrete with proper slope away from building
14. New door sweeps on all entries except side lobby and front entry
15. Usable door in conference room
16. New carpet in conference room
17. New awning outside conference room
18. Carpet in Terry's office
19. Re-key exterior master cores and other key changes
20. Clean out of electrical closet
21. Replace floor tiles in multiple areas
22. Remove shrubbery in front of building
23. Manufactured sand down right side of building
24. All touchless faucets replaced (18)
25. New drains and sod on athletic field
26. Clean out ditch near cemetery and install culvert
27. Bush hog down access road to green shed
28. Multiple new benches
29. Setup bi-annual maintenance for ice maker
30. Replaced hot water heater
31. Pressure wash buses
32. Replaced all exterior mats
33. Multiple HVAC repairs and maintenance
34. Roof repairs from leaks
35. Ballast replacements including hallway emergency lighting
36. Multiple plumbing repairs
37. Replaced outside light at side lobby

38. Painting light poles in parking area (incomplete)
39. Removal of rock island in front of school and installation of guard rail
40. New ramp to gym shed
41. Winch on volleyball pole
42. K2 permanent sun shades/awnings (approved incomplete)
43. K2 playground equipment replacement (approved incomplete)
44. Waxing schedule
45. Painting schedule
46. Spikes for bird mitigation (incomplete)
47. Permanent netting for birds under awnings (approved incomplete)
48. Tree and brush removal (approved incomplete)
49. Fencing 1000 feet (approved incomplete)
50. Side patio addition (approved incomplete)
51. Sidewalks at island and addition to front sidewalk (approved incomplete)
52. Window tinting
53. Mud mitigation in multiple areas
54. Hardwiring thermostats (partial)
55. Creating 10 hr/day work schedule for custodial staff (partial)
56. Annual contract maintenance for generator
57. Bleacher (trial)
58. Acquired Asset Plan for HVAC equipment
59. Created Inventory list for supplies
60. Moved custodial office out of MDF room and into AIG room
61. Updated Emergency Binder for fire drills, etc...

| Project                                                                  | Cost                | Maintence/Improvement | Projected Start | Completion Date |
|--------------------------------------------------------------------------|---------------------|-----------------------|-----------------|-----------------|
| Sidewalk near K2 playground and parking lots.                            | \$7,075.00          | improvement           | June            |                 |
| Concrete the lobby side area just off the patio                          | \$5,750.00          | improvement           | June            |                 |
| Clean out of brush in the back area                                      | \$40,000.00         | improvement           | June            |                 |
| Installing cardreaders on the K, 1, and gym doors                        | \$6,000.00          | improvement           | July            |                 |
| Carpet in the music room                                                 | \$7,000.00          | improvement           | July            |                 |
| Installing the barrier to mitigate the bird issue                        | \$8,000.00          | improvement           | July            |                 |
| Installing K2 Permanent Shades                                           | \$16,000.00         | improvement           | August          |                 |
| Installing the K2 playground equipment                                   | \$12,000.00         | improvement           | August          |                 |
| <b>Total</b>                                                             | <b>\$101,825.00</b> |                       |                 |                 |
| Painting in the middle school classrooms                                 | \$1,500.00          | maint                 | June            |                 |
| Pye Barker here for fire extinguishers and all fire systems              | \$1,000.00          | maint                 | July            |                 |
| Painting stripes, paws, barrier lines for the parking and sidewalk areas | \$400.00            | maint                 | July            |                 |
| Maintenance on ice machine                                               | \$400.00            | maint                 | July            |                 |
| Pressure wash, prime and paint the light poles in the parking lot        | \$5,050.00          | maint                 | July            |                 |
| Waxing fifth grade and ms bathrooms                                      | \$1,000.00          | maint                 | July            |                 |
| Waxing in the K2 classrooms                                              | \$1,000.00          | maint                 | July            |                 |
| Waxing in the hallways and bathrooms                                     | \$1,000.00          | maint                 | July            |                 |
| Mulch for the K2 playground                                              | \$1,500.00          | maint                 | August          |                 |
| <b>Total</b>                                                             | <b>\$12,850.00</b>  |                       |                 |                 |



## **BREVARD ACADEMY CONSTRUCTION SITE PROGRESS CHECK**

**Project: Art/STEM Building**

**Location: 1110 Hendersonville Hwy, Pisgah Forest, NC 28768**

**Date: 6/25/2026**

**Inspector: Donnielle Ebrahimi, P.E.**

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### **1. PROGRESS SNAPSHOT**

- % Complete (est.): 20%
- 

### **2. WHAT WAS DONE**

- Foundation wall was poured
  - Interior of foundation wall has been backfilled
  - Electrical underslab has been installed
  - Plumbing underground has been installed
- 

### **3. PHOTOS**





















# Coversheet

## Governance Strategic Planning

**Section:** V. Governance  
**Item:** A. Governance Strategic Planning  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:**  
Proposed Board Meeting Dates for 2026-2027.pdf  
BA-CFA+7024+Employee+Pay+(2) (1).pdf  
BA-CFA-7090-CRIMINAL-RECORD-HISTORY-CHECK.pdf  
BA-CFA 3560 - Title 1 Parent and Family Engagement Policy.pdf  
BA-CFA+6001+Internet+Safety+Policy.pdf  
BA-CFA+4400\_4400P+Student+and+Parent+Grievance+Policy+and+Procedure+(1).pdf  
BA-CFA+7395+Flex+Time+Usage+Policy+(1).pdf  
BA-CFA+7070+Nepotism++(1).pdf  
BA-CFA+4231\_5130\_7180+Title+IX+Policy+and+Grievance+Procedures+(2).pdf  
BA-CFA+Policy+4230\_5131\_7180+Non-Title+IX+Prohibition+Against+Discrimination,+Harassment,+and+Bullying+And+Complaint+Process.pdf

## Proposed Board Meeting Dates for 2026-2027

Aug 19, 2026

Sep 16, 2026

Oct 21, 2026

Nov 18, 2026

December--No Meeting, Holiday Get Together

January 20, 2027

February 24, 2027

March 17, 2027

April 21, 2027

May 19, 2027

June 16, 2027

July 16, 2027--Summer Retreat

DRAFT



**SECTION: 7000- PERSONNEL***Policy Code: 7024***EMPLOYEE PAY***Approved: 4.11.2018*

It is the mission BA-CFA to recruit, hire and retain the most talented employees in order to meet the vision set forth by the Board of Directors.

In order to meet this goal, employees look to be compensated at a competitive rate when compared with others in their field.

**Living Wage**

All employees at BA-CFA are paid a living wage as defined by Just Economics of WNC.

**Definition of Pay Category:**

- **Full-Time Teaching Staff**

BA-CFA pays all full-time teaching staff based off of the NC DPI salary schedule approved by NCDPI for the previous fiscal year. For example, salaries for the 2018-2019 school year will match the teacher salaries approved for the 2017-2018 school year. Current salary schedules can be found at <http://www.ncpublicschools.org>. BA-CFA will recognize advanced degrees and national board pay for teachers and staff members, if the school budget allows.

- **Non-teaching staff and Part-Time Employees**

Non-teaching staff and part-time employees will be compensated at a competitive rate based off of the school budget and not the NCDPI salary schedule.

- **Instructional Assistants**

Base Pay is set on an hourly living wage.

Longevity Pay

- 1-3 years + 1% of base pay
- 4-6 years + 3% of base pay
- 7-10 years + 5% of base pay

Stipend Payments (\$500 each)

- Holding a teaching/advanced degree
- Serving a single grade level
- Serving as an EC Instructional Assistant

- **Administrators**

For administrators holding a master's in school administration, the appropriate administrative pay scale will be used.

**SECTION: 7000- PERSONNEL**

*Policy Code: 7024*

**EMPLOYEE PAY**

*Approved: 4.11.2018*

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- For administrators not holding a master's in school administration, the NC DPI Instructional Support pay scale will be used.
- **Interventionists**  
Full-time interventionists will be paid at the same rate as classroom teacher.  
Part-time interventionists will be paid at their hourly rate based on the classroom teacher pay scale.

Revised by the BA-CFA Board of Directors on August 21, 2024.

Revised by the BA-CFA Board of Directors on May 21, 2025..



**SECTION: 7000- PERSONNEL***Policy Code: 7090***CRIMINAL RECORD HISTORY CHECK***Approved: 10.10.18*

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Brevard Academy - A Challenge Foundation Academy (BA-CFA), will obtain a criminal record history check on all new employees from the Transylvania County Sheriff's Department or from other qualified source(s) prior to their initial employment.

Applicants must notify the School Director immediately if they are arrested, charged with, or convicted of a criminal offense (including entering a plea of guilty or nolo contendere) other than a minor traffic violation (i.e., speeding, parking, or a lesser violation). Notice must be in writing, must include all pertinent facts, and must be delivered to the School Director no later than the next scheduled business day following the arrest, charge, or conviction, unless the applicant is hospitalized or incarcerated, in which case the applicant must report the alleged violation within 24 hours after his or her release. Upon judicial action in the matter, the applicant must report the disposition and pertinent facts in writing to the director of human resources no later than the next business day following adjudication.

A criminal history check and a check of sex offender registries must be conducted on all final candidates for employment with the school system. Criminal history checks must be conducted in accordance with state law and any procedures established by the Board of Directors. School officials shall not require candidates to disclose expunged arrests, charges, or convictions, and shall not ask candidates to voluntarily disclose such information without first advising that disclosure is not required. The School Director or designee shall report to the State Board of Education any licensed individual who is found to have a criminal history, as required by State Board policy.

A final candidate for employment or for hiring as an independent contractor will be excluded from hiring on the basis of criminal conduct only when doing so is job-related and consistent with business necessity. If a final candidate is found to have been convicted of a criminal offense, other than a minor traffic violation, the School Director shall determine whether the individual is qualified for employment despite the criminal history by considering, among other things, whether the individual poses a threat to the safety of students or personnel or has demonstrated that he or she does not have the integrity or honesty to fulfill the duties of the

**SECTION: 7000- PERSONNEL***Policy Code: 7090***CRIMINAL RECORD HISTORY CHECK***Approved: 10.10.18*

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position. The following factors will be considered in making this determination: (1) the nature and gravity of the offense or conduct; (2) the time that has passed since the offense or conduct and/or completion of the sentence; and (3) the nature of the job sought. Before the School Director may exclude a final candidate based on his or her past criminal convictions, the School Director must give the candidate the opportunity to demonstrate that the exclusion does not properly apply to him or her.

The board has determined that every position with the school system, regardless of whether the position is located in a school or elsewhere, potentially entails contact with students, either on a regular, occasional, or emergency basis. For that reason, no individual who is a registered sex offender will be hired for any position with the school system.

In addition, each contract executed by the board with an independent contractor or for services of independent contractors must require the contractor to check sex offender registries. In addition, all contractors must scan a government issued ID upon arrival at the school in order to check against a national database of sex offenders.



**SECTION: 3000 CURRICULUM AND INSTRUCTION***Policy Code: 3560***TITLE 1 PARENT AND FAMILY ENGAGEMENT POLICY***Approved: 12.17.25*

Decades of research have shown that when schools work together with families to support learning, children are inclined to succeed not just in school but throughout life. Brevard Academy: A Challenge Foundation Academy believes that learning can best take place when there is shared effort, interest, and commitment among students, parents, extended family members, community members and staff. The goal of this parent and family engagement plan is to support in a more consistent and effective manner those things already in practice as well as to generate new ways of strengthening the partnership between school and home.

At Brevard Academy: A Challenge Foundation Academy, the partnership between school and home will be supported by:

- convening an annual meeting in the school to provide information to parents, family members, and community members about the school and available programs and maintaining on file at the school, at a minimum, a copy of the agenda from the meeting highlighting that Title I programming was discussed; documentation of parental feedback and/or evaluation in the form of sign-in sheets and minutes from the presentation/ meetings; if relevant, a copy of any presentation, and flyers, website announcements, message recordings and/or other advertisements for the meeting;
- notifying parents of and clearly posting on the School's website NC School Report Card Data;
- offering a flexible number of meetings, workshops, and parent conferences that assist parents, family members, and community members in improving the achievement of all children;
- providing opportunities for all parents, family members, and community members to participate in school activities, including persons with disabilities and limited English proficiency;
- involving parents, family members, and community members in an organized, ongoing, and timely way in consultation for the improvement of the School and its' programs, specifically including these critical stakeholders in the planning, review, and evaluation of programs and improve programs based on the results;

**SECTION: 3000 CURRICULUM AND INSTRUCTION***Policy Code: 3560***TITLE 1 PARENT AND FAMILY ENGAGEMENT POLICY***Approved: 12.17.25*

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- having all parties involved sign a School/Family Student Compact stating how each will contribute to ensuring the student's achievement;
- assisting parents, family members, and community members in understanding state academic content, the North Carolina Accountability Program, state and local assessments, and student performance standards;
- communicating clearly and frequently with parents, family members, and community members about school policies, programs, and their own children;
- educating school personnel in the value of contributions of parents, family members, and community members and in how to communicate with and build ties between these critical stakeholders and the school in order to build school capacity and
- annually conducting a joint evaluation of the content and effectiveness of this policy with parents, family members, and community members and maintaining on file at the school, at a minimum, a copy of the agenda from the meeting highlighting that this policy was discussed, reviewed and revised; a copy of this policy with latest revision date; proof that this policy was distributed in multiple ways (i.e., newsletter, parent handbook, website, etc.); documentation of parental feedback and/or evaluation in the form of sign-in sheets and minutes from policy meetings, and flyers, website announcements, message recordings and/or meeting advertisements.

Original Approval: May 17, 2023

This policy is reviewed annually and reapproved by the Brevard Academy Board of Directors.



**SECTION: 6000 Support Services***Policy Code: 6001***INTERNET SAFETY POLICY***Approved/Revised: August 19, 2025*

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It is the policy of Brevard Academy to: (a) prevent user access over its computer network to, or transmission of, inappropriate material via Internet, electronic mail, or other forms of direct electronic communications; (b) prevent unauthorized access and other unlawful online activity; (c) prevent unauthorized online disclosure, use, or dissemination of personal identification of minors; and (d) comply with the Children's Internet Protection Act [Pub. L. No. 106-554 and 47 USC 254(h)].

**Definitions**

Key terms are as defined in the Children's Internet Protection Act.\*

**Access to Inappropriate Material**

To the extent practical, technology protection measures (or "Internet filters") shall be used to block or filter Internet, or other forms of electronic communications, access to inappropriate information.

Specifically, as required by the Children's Internet Protection Act, blocking shall be applied to visual depictions of material deemed obscene or child pornography, or to any material deemed harmful to minors.

Subject to staff supervision, technology protection measures may be disabled for adults or, in the case of minors, minimized only for bona fide research or other lawful purposes.

**Inappropriate Network Usage**

To the extent practical, steps shall be taken to promote the safety and security of users of the Brevard Academy online computer network when using electronic mail, chat rooms, instant messaging, and other forms of direct electronic communications.

Specifically, as required by the Children's Internet Protection Act, prevention of inappropriate network usage includes (a) unauthorized access, including so-called 'hacking' and other unlawful activities; and (b) unauthorized disclosure, use, and dissemination of personal identification information regarding minors.

**Education, Supervision and Monitoring**

**SECTION: 6000 Support Services***Policy Code: 6001***INTERNET SAFETY POLICY***Approved/Revised: August 19, 2025*

It shall be the responsibility of all members of the Brevard Academy staff to educate, supervise and monitor appropriate usage of the online computer network and access to the Internet in accordance with this policy, the Children's Internet Protection Act, the Neighborhood Children's Internet Protection Act, and the Protecting Children in the 21st Century Act.

Procedures for the disabling or otherwise modifying any technology protection measures shall be the responsibility of the School Director or designated representatives.

The School Director or designated representatives will provide age-appropriate training for students who use the Brevard Academy Internet facilities. The training provided will be designed to promote the Brevard Academy commitment to:

- a. The standards and acceptable use of Internet services as set forth in the Brevard Academy's Internet Safety Policy;
- b. Student safety with regard to:
  - i. safety on the Internet;
  - ii. appropriate behavior while online, on social networking Web sites, and in chat rooms; and
  - iii. cyberbullying awareness and response.
- c. Compliance with the E-rate requirements of the Children's Internet Protection Act ("CIPA")

Following receipt of this training, the student will acknowledge that he/she received the training, understood it, and will follow the provisions of the District's acceptable use policies.

Procedures for the disabling or otherwise modifying any technology protection measure shall be the responsibility of the Brevard Academy IT Department, reachable at [slinhart@brevardacademy.org](mailto:slinhart@brevardacademy.org).

#### Monitoring and Supervision of Online Activities

It will be the responsibility of all members of Brevard Academy responsible for allocating Brevard Academy technology resources for student use to supervise and monitor appropriate usage of

**SECTION: 6000 Support Services**

*Policy Code: 6001*

**INTERNET SAFETY POLICY**

*Approved/Revised: August 19, 2025*

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Brevard Academy technology resources, especially Internet access, in accordance with the Children's Internet Protection Act. This includes, but is not limited to:

- Logging and reporting of Brevard Academy technology resource usage, especially Internet access
- In-classroom monitoring of student use of technology resources
- Follow-up meetings with students and/or parents concerning student use of technology resources

Originally approved on August 17, 2022.



**SECTION: - 4000 STUDENTS AND PARENTS**  
**STUDENT AND PARENT GRIEVANCE POLICY/PROCEDURE**

*Policy Code: 4400*  
*Approved 12.18.2024*

Purpose: To provide the procedures parents/students will follow when they have an issue at the School that constitutes a grievance.

This policy is in place to respond to parent and or guardian/student grievances. Grievances may only come from current students or parents/guardians of current students. It is expected that any guardian/parent/student with an issue should try to resolve the issue by using open communication with the teacher. This means that if a parent/guardian or student disagrees with any policy or procedure within the classroom, the first level of grievance is their student's Teacher. If the student/parent/guardian is not satisfied with the teacher's response, they should then set a meeting with the School Director and/or Designee. At that meeting, the teacher, student, and parent/guardian must be present and the issue at hand will be fully discussed. Similarly, if a guardian/parent/student disagree or have an issue with a policy or procedure at the School, the guardian/parent/student should set a meeting with the School Director. If the guardian/parent/student feels that their issue is still a concern after meeting with the School Director and the issue meets the definition of a grievance set forth below, the guardian/parent/student may initiate the grievance procedures as described below. Many issues that a guardian/parent/student has with the classroom, teacher or School will not rise to the level of a grievance and appropriate resolution will be found with the teacher and/or School Director.

1. Definition of a grievance: a grievance is defined as a formal written complaint by a guardian/parent/student stating that a specific action has violated a School policy, board policy, or law/regulation. Complaints under other policies including those under Title VI, Title IX, IDEA, Section 504, the School's Non-Title IX Bullying policy and those pertaining to student discipline are not grievances and this policy does not apply to such complaints. Please refer to the School's policies and procedures for those matters.
2. Time Limits: A grievance will only be heard if the complaint has been filed within fifteen calendar days of the meeting with the School Director. The fifteen-day deadline may be extended at the discretion of the School Director.

The grievance process is as follows:

Step 1: If the parties are not satisfied with the decision of the School Director, and the grievance meets the definition set forth above, the guardian/parent/student must submit a letter in writing stating the School policy, board policy or law/regulation that was violated including details of the

**SECTION: - 4000 STUDENTS AND PARENTS**  
**STUDENT AND PARENT GRIEVANCE POLICY/PROCEDURE**

*Policy Code: 4400*  
*Approved 12.18.2024*

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actions and the place, date and time of the violation. The guardian/parent/student should make all efforts to include any details about the event that may be helpful in the decision-making process. The written letter should be submitted to the School Director of the School and to the Chair of the Board of Directors. If the Director of the School is implicated in the grievance, the grievance should only be submitted to the Chair or the Vice Chair of the Board of Directors.

Step 2: Where the grievance is filed directly with the Board as set forth above or after receiving the appeal letter, the appeal shall be considered by the Board at its next regularly scheduled board meeting provided such meeting is more than seven days after the filing, or the Chair of the Board of Directors may call a special meeting of the Board to consider the appeal in accordance with the School's bylaws. The Board will consider and discuss the grievance in accordance with Open Meetings laws. At that meeting, the Board of Directors will review the facts and notify the parties in writing (email accepted) if further action is necessary. If the board decides that it needs additional time to consider the grievance, gather information and/or conduct an investigation, it may defer its decision until another regularly scheduled board meeting or schedule a special meeting. At the meeting where the board decides on the grievance, the board will give the individual filing the grievance or appeal notice and the opportunity to attend the meeting. Once the board decides on the grievance, the Board will communicate that decision to the individual who filed the grievance within five School days. The Board's decision concerning the grievance is final. The Board reserves the right to appoint a Board Panel to address the grievance. In such cases, the Board Panel's decision is final and there is no appeal rights to the Board. Notwithstanding any other provision, the Board may conduct an investigation and/or gather additional information regarding the grievance, including interviews or engagement of an investigator, at any time.

**SECTION: 7000 PERSONNEL***Policy Code: 7395***Flex Time Usage***Approved: 3.12.2025*

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**Purpose:**

This policy outlines the appropriate use of flex time for staff members at Brevard Academy to support work-life balance while maintaining the operational needs of the school.

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**Eligibility:**

All full-time staff members can utilize flex time as outlined below, provided their duties and responsibilities allow for flexible scheduling without disrupting the educational environment or operational efficiency.

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**Definition of Flex Time:**

Flex time refers to pre-approved, modified work hours that differ from the standard schedule. Flex time may be accrued through additional hours worked outside regular duty times or as compensatory time for required attendance at events or meetings outside contractual hours.

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**Guidelines for Usage:**

1. Approval Process:
  - All flex time requests must be submitted to the staff member's supervisor in writing at least two days in advance, except in cases of emergency or illness.
  - Supervisors will evaluate requests based on coverage needs, impact on the school's operations, and overall fairness among staff.
2. Accrual and Limits:
  - Flex time must be accrued prior to use. Documentation of accrued hours should be submitted as it is accrued.
  - A maximum of 8 hours of flex time may be accrued per quarter once the school year begins.
  - Unused flex time cannot be carried over beyond the school year.
3. Permitted Uses:
  - Personal appointments or errands that cannot be scheduled outside working hours.
  - Family responsibilities or emergencies.
  - Restorative personal time after extended school-related events or projects.
4. Exclusions:
  - Staff cannot accrue flex time by performing duties outside of their job description without prior supervisor authorization.



## SECTION: 7000 PERSONNEL

*Policy Code: 7395*

### Flex Time Usage

*Approved: 3.12.2025*

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- Flex time may not be gifted to other employees.
  - 5. Documentation Requirements:
    - Staff must document all flex time accrual and usage on the official Flex Time Tracker.
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#### **Restrictions and Conditions:**

- Flex time cannot greatly interfere with direct classroom instruction, student supervision, or schoolwide events.
  - Requests for flex time during peak activity periods (e.g., testing weeks and state reporting deadlines) may be denied if operational needs cannot be met.
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#### **Payment of Unused Flex Time:**

Unused Flex Time will be paid out to employees in July if the school budget allows. Flex time is paid out at 1.5 times the current living wage for Transylvania County.

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#### **Enforcement:**

Failure to adhere to this policy may result in the revocation of flex time privileges and/or disciplinary action. Supervisors are responsible for ensuring fair and consistent application of this policy.

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#### **Policy Review and Updates:**

School leadership will review this policy annually to ensure it continues to meet staff needs and operational priorities.

**SECTION: 7000- FACULTY AND STAFF**  
**NEPOTISM POLICY**

*Policy Code: 7070*  
*Approved: 03.12.2025*

In accordance with the Charter Agreement and N.C.G.S. 55A-8-31, the board recognizes that the employment of immediate family can cause various problems including but not limited to charges of favoritism, conflicts of interest, family discord, and scheduling conflicts that may work to the disadvantage of both the Brevard Academy and its employees. It is the goal of the Brevard Academy to avoid creating or maintaining circumstances in which the appearance or possibility of favoritism, conflicts, or management disruptions exist. For the purposes of this policy the term "relative" shall include the following relationships: relationships established by blood, marriage, or legal action.

For the purposes of this section, the term "immediate family member" is as set forth in N.C.G.S. Section 115C-12.2 and means a spouse, parent, child, brother, sister, grandparent, or grandchild. The term includes the step, half, and in-law relationships. The term also includes domestic partners (a person with whom the employee's life is interdependent and who shares a common residence) and, a daughter or son of an employee's domestic partner.

Brevard Academy may allow existing personal relationships to be maintained or employ individuals with personal relationships to current employees under the following circumstances:

1. No voting members of the Board of Directors shall be an employee of a for-profit organization that provides substantial services to the school for a fee;
2. No employee of Brevard Academy shall be a voting member of the Board of Directors;
3. No employee shall be an immediate family member of a voting member of the Board of Directors;
4. They may not create a supervisor/subordinate relationship with a family member;
5. They may not supervise or evaluate a family member;
6. The relationship will not create an adverse impact on work productivity or performance;
7. The relationship may not create an actual or perceived conflict of interest;
8. They may not audit or review in any manner the related individual's work;
9. They may not be employed if a member of the employee's immediate family (spouse, children, parents, grandparents, brothers, sisters, step-family members, in-law family members) serves on the organization's Board or any Committee which has authority to review or order personnel actions or wage and salary adjustments which could affect his/her job.
10. No teacher or staff member that is the immediate family of the School Director shall be hired without the Board evaluating their credentials, establishing a structure to prevent conflicts of interest, and notifying the Department of Public Instructions (NCDPI), with evidence that this process has occurred.
11. Before any immediate family of any member of the Board of Directors or a school employee

**SECTION: 7000- FACULTY AND STAFF**  
**NEPOTISM POLICY**

*Policy Code: 7070*  
*Approved: 03.12.2025*

with supervisory authority shall be employed or engaged as an employee, independent contractor, or otherwise by the Board of Directors in any capacity, such proposed employment or engagement shall be:

- a. Disclosed to the Board of Directors; and
- b. The Board of Directors must approve the hiring or contract in a duly called open session meeting.

No personal employee relationship covered by this policy will be allowed to be maintained, regardless of the positions involved, if it creates a disruption or potential disruption in the work environment, creates an actual or perceived conflict of interest, or is prohibited by any legal or regulatory mandate.

This policy must be considered when electing, hiring, promoting, or transferring any employee and any action must be discussed and approved by the board of directors in a duly called open-session meeting.

Should relationships addressed within this policy be identified with either candidates for employment or, current employees, the matter should be immediately reported to the School Director and/or Board of Directors and the following policies and procedures will be followed:

- A determination will be made whether the relationship is subject to the organization's Nepotism policy based on the conditions described above.
- If the relationship is determined to fall within one or more of the conditions described in this policy the School Director in consultation with the affected employees and/or the Board of Directors will attempt will to resolve the situation through the transfer of one employee to a new position or identifying some other action (e.g., supervisory reassignment) which will correct the conflict or issue identified. If accommodations are not feasible then, with affected employee suggestions, the School Director in consultation with the organization's Board of Directors shall determine which employee must resign in order to resolve the situation.

The School reserves the right to exercise appropriate managerial judgment to take such actions as may be necessary to achieve the intent of this policy.

The burden of disclosure of such personal relationships covered in this policy shall be on the applicable Board member, Director, or employee with supervisory authority. If the requirements of this policy are complied with, the School may employ the immediate family of any member of the Board or a School employee with supervisory authority consistent with this policy and applicable law.



**SECTION: 7000- FACULTY AND STAFF  
NEPOTISM POLICY**

*Policy Code: 7070  
Approved: 03.12.2025*

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It is the responsibility of every employee to identify to the organization's School Director any potential or existing personal relationship, which falls under the definitions provided in this policy. Employees who fail to disclose personal relationships covered by this policy will be subject to disciplinary action up to and including the termination of employment.

Revised and Approved on 6.16.2025

**SECTION: 4000 STUDENTS AND PARENTS/COMMUNITY  
RELATIONS/PERSONNEL**

*Policy Code: 4231/5130/7180*

**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

*Approved: 8.21.24*

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## **Title IX Policy**

### **A. Nondiscrimination Policy & Notice of Nondiscrimination ((§ 106.8(b)–(c))**

Title IX provides that “No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

The SCHOOL does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX, including in admissions and employment.

It is the policy of THE SCHOOL that students should not be subjected to forms of unlawful discrimination or harassment, while at school or school-sponsored activities. Furthermore, the policy’s intent is to address the issue in a proactive manner through the establishment of a system for educating students and staff at the School regarding the identification, prevention, intervention, and reporting of such anti-social acts. The School acknowledges the dignity and worth of all students and strives to create a safe, orderly, caring and inviting school environment to facilitate student learning and achievement. The School strives to model an inclusive environment and prohibits discrimination and harassment on the basis of gender or sex, including sexual orientation and LGBTQ+ identification. The School will not tolerate any form of unlawful discrimination or harassment in any of its educational or employment activities or programs based on such protected classifications.

Inquiries about Title IX may be referred to SCHOOL’S Title IX Coordinator, the U.S. Department of Education’s Office for Civil Rights, or both.

The SCHOOL’S Title IX Coordinator is Ted Duncan, School Director and can be reached at 828-885-3111.

**SECTION: 4000 STUDENTS AND PARENTS/COMMUNITY  
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*Policy Code: 4231/5130/7180*

**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

*Approved: 8.21.24*

SCHOOL's nondiscrimination policy and grievance procedures can be located at <https://www.brevardacademy.org/school-policies>.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please go to [speakup@brevardacademy.org](mailto:speakup@brevardacademy.org).

**B. Purpose**

The School prohibits discrimination on the basis of sex and gender, including any form of sexual harassment as that term is defined under Title IX, in any education program or activity of the School. The School takes seriously all reports and Formal Complaints of sexual harassment. The School does not discriminate on the basis of sex and gender in its education programs or activities, including admission and employment, in accordance with Title IX of the Education Amendments Act of 1972 and federal regulations.

Any person with questions about this policy should contact the School's Title IX Coordinator whose information is listed at [www.brevardacademy.org](http://www.brevardacademy.org).

**C. Prohibited Behaviors**

Students, employees, contractors, volunteers and visitors are expected to behave in a civil and respectful manner. In accordance with Title IX, the School expressly prohibits discrimination or harassment, based on sex or gender and prohibits sexual harassment (including sexual violence) and gender-based harassment. Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcome conduct on the basis of sex, requests for sexual favors in exchange for benefits (quid pro quo), and other verbal, nonverbal, or physical conduct of a sexual nature. Sexual violence is a form of sexual harassment. Sexual violence refers to physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent. A number of different acts fall into the category of sexual violence, including rape, sexual assault, sexual battery, sexual abuse, and sexual coercion. In accordance with Title IX, the School also prohibits gender-based harassment, which is unwelcome conduct based on a student's sex, harassing conduct based on a student's failure to conform to sex stereotypes.

Sex-based harassment can be carried out by school employees, other students, and third parties. All students can experience sex-based harassment, including male and female



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students, LGBTQ+ students, students with disabilities, and students of different races, national origins, and ages. Title IX protects all students from sex-based harassment, regardless of the sex of the parties, including when they are members of the same sex.

**D. Retaliation Prohibited**

The School prohibits intimidation, threats, coercion, or discrimination against any individual for the purpose of interfering with any right or privilege secured by Title IX, or because the individual has made a report or complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under Title IX. Intimidation, threats, coercion, or discrimination, including charges against an individual for code of conduct violations that do not involve sex discrimination or sexual harassment, but arise out of the same facts or circumstances as a report or complaint of sex discrimination, or a report or formal complaint of sexual harassment, for the purpose of interfering with any right or privilege secured by Title IX, constitutes retaliation. As such, the School prohibits reprisal or retaliation against any person for reporting or intending to report violations of this policy, supporting someone for reporting or intending to report a violation of this policy, or participating in the investigation of reported violations of this policy. After consideration of the nature and circumstances of the reprisal or retaliation and in accordance with applicable laws, policies, and regulations, the Head of School or designee shall determine the consequences and remedial action for a person found to have engaged in reprisal or retaliation.

The exercise of rights protected under the First Amendment does not constitute retaliation. Charging an individual with a code of conduct violation for making a materially false statement in bad faith in the course of a grievance proceeding under Title IX does not constitute retaliation prohibited under this policy, provided, however, that a determination regarding responsibility, alone, is not sufficient to conclude that any party made a materially false statement in bad faith.

**E. Application Of Policy**

This policy prohibits unlawful discrimination or harassment by students, employees, volunteers, contractors, and visitors. This policy is intended to apply to student's vis a via other students, faculty, staff, volunteers/visitors, or contractors. This policy also applies to employees, volunteers/visitors, and contractors. This policy applies to behavior that takes place within the School's "education program or activity," which includes, but is not necessarily limited to, behavior:

1. in any school building or on any school premises before, during or after school hours;
2. on any bus or other vehicle as part of any school activity;
3. at any bus stop;

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4. during any school-sponsored activity or extracurricular activity;
5. at any time or place when the individual is subject to the oversight and authority of school personnel;
6. at any time or place when the behavior has a direct and immediate effect on maintaining order and discipline in the schools; and
7. while using school or personal electronic communications, including employee and student emails, text messaging, instant messaging, chat rooms, blogging, websites and social networking websites (i.e., Snapchat or Instagram).

**F. Title IX Coordinator**

The Title IX Coordinator is responsible for monitoring the overall implementation of Title IX for the SCHOOL and coordinating the institution's compliance with Title IX in all areas covered by the implementing regulations. The major responsibility is the prevention of sexual harassment and discrimination. Other major monitoring duties include, but are not limited to, the following recruitment and admissions, educational programs and activities, hiring and employment. Other areas of consideration include:

- Participating in the development and implementation of the SCHOOL's sexual harassment policy.
- Assisting faculty, counselors and administrators in complying with Title IX, and when a need arises, planning remedial actions.
- Making your presence known in the community by disseminating civil rights information or by speaking at parent-teacher group meetings, social or professional organization meetings, and other community functions.
- Serving as a resource on Title IX/gender issues.
- Monitoring and evaluating the SCHOOL's Title IX compliance efforts and making recommendations for any appropriate changes.
- Providing updated information to schools on Title IX implementation and issues.
- Identifying and disseminating information about Title IX educational resources (organizations, individuals, print, internet, and audio-visual)

**G. Notice of Nondiscrimination[LGS1]**

The designated Title IX Coordinator is responsible for providing effective notice to job applicants, student applicants, students, parents, and employees of the procedures for reporting and investigating complaints of unlawful sex/gender discrimination and harassment. This policy will be posted on the School's website, and copies of the policy are available at the front office. Notice of this policy will appear in all job applicant information, admissions information, student and employee handbooks, and in any School publication that sets forth the comprehensive rules, procedures, and standards of conduct for students and employees.

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**H. Confidentiality**

The recipient, whether a School employee, staff member, contractor, or the Title IX Coordinator, must keep confidential the identity of any individual who has made a report or complaint of sex/gender discrimination, including any individual who has made a report or filed a formal complaint of sexual harassment, any complainant, any individual who has been reported to be the perpetrator of sex discrimination, any respondent, and any witness, except as may be permitted by the FERPA or as required by law, or to carry out the purposes of Title IX, including the conduct of any investigation, hearing, or judicial proceeding arising thereunder. Complaints alleging retaliation may be filed according to the Title IX grievance procedures.

The Title IX Coordinator shall maintain confidential records of complaints or reports of unlawful discrimination or harassment. The records will identify the names of all individuals accused of such offenses and the resolution of such complaints or reports. The Title IX Coordinator also shall maintain records of training conducted and corrective action(s) or other steps taken by the School to provide an environment free of unlawful discrimination or harassment. The Superintendent shall report to the Board all verified cases of unlawful discrimination or harassment under the School's Title IX Policy.

**I. Remedies and Disciplinary Sanctions**

When a Respondent is found responsible for sexual harassment, the School will offer all remedies needed to eliminate the harm to the Complainant and the school community and prevent the recurrence of sexual harassment. Simply sanctioning a Respondent found responsible, in some cases, may be insufficient to eliminate a hostile environment. Rather, in addition to sanctions, the School may consider offering appropriate remedies for the broader student/staff population after the final outcome, including the following:

- Training or retraining school employees on the school's responsibilities to address allegations of sexual violence and how to conduct Title IX investigations;
- Developing materials on sexual harassment, which should be distributed to all staff and students;
- Conducting bystander intervention and sexual harassment prevention programs with students and/or staff;



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- Issuing policy statements or taking other steps that clearly communicate that the school does not tolerate sexual harassment and will respond to any incidents and to any student who reports such incidents;
- Conducting, in conjunction with student leaders, a School climate check to assess the effectiveness of efforts to ensure that the school is free from sexual violence, and using that information to inform future proactive steps that the school will take;
- Targeted training for a group of students if, for example, the sexual harassment created a hostile environment (i.e., on an athletic team);
- When a school is unable to conduct a full investigation into a particular incident (i.e., when it received a general report of sexual violence without any personally identifying information), it should consider remedies for the broader student population in response.

**Disciplinary sanctions include:**

- A. For Students found responsible: verbal warning, written warning, interim suspension, restitution, suspension, exclusion, expulsion, required participation in appropriate training, counseling, required completion of a probationary period without additional infractions, or requiring the respondent to stay away from the complainant for a period of time.
- B. For Employees found responsible: sanctions for violations of Title IX vary depending on severity from formal written warning to dismissal.

**J. Policy Application**

This policy shall remain in effect as long as required by law.

## **Title IX Grievance Procedures**

### **I. Introduction and Scope**

**SECTION: 4000 STUDENTS AND PARENTS/COMMUNITY  
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**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

*Approved: 8.21.24*

SCHOOL has adopted grievance procedures that provide for the prompt and equitable resolution of complaints made by students, employees, or other individuals who are participating or attempting to participate in its education program or activity, or by the Title IX Coordinator, alleging an action that would be prohibited by Title IX or the Title IX regulations.

These procedures apply to complaints involving alleged violations of Title IX occurring within the Brevard Academy's education programs or activities. These procedures shall be used to address incidents occurring on or after August 1, 2024. This procedures may be modified to comply with the law or regulations.

**II. Definitions.**

The terms below have the following definitions:

*Complainant* means 1) A student or employee who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations; or (2) A person other than a student or employee who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations and who was participating or attempting to participate in the recipient's education program or activity at the time of the alleged sex discrimination.

*Complaint* means an oral or written request to the recipient (i.e., the School) that objectively can be understood as a request for the recipient to investigate and make a determination about alleged discrimination under Title IX or its regulations).

*Decisionmaker* means an individual or individuals who assess the relevant evidence, including party and witness credibility, to determine whether the school has met its burden of proof showing the respondent to be responsible for the alleged sex-based discrimination.

*Disciplinary sanctions* mean consequences imposed on a respondent following a determination under Title IX that the respondent violated the recipient's prohibition on sex discrimination.

*Recipient* means any State or political subdivision thereof, or any instrumentality of a State or political subdivision thereof, of any public or private agency, institution, or organization, or other entity, or any person, to whom Federal financial assistance is extended directly or through another recipient and that operates an education program or activity that receives such assistance.

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*Remedies* means measures provided as appropriate, to a complainant or any other person the recipient identifies as having had their equal access to the recipient's education program or activity limited or denied by sex discrimination. These measures are provided to restore or preserve that person's access to the recipient's education program or activity after a recipient determines that sex discrimination occurred.

*Respondent* means an individual who has been alleged to have violated the recipient's prohibition on sex discrimination.

*Retaliation* means intimidation, threats, coercion, or discrimination against any person by the recipient, a student, or an employee or other person authorized by the recipient to provide aid, benefit, or service under the recipient's education program or activity, for the purpose of interfering with any right or privilege secured by Title IX or its regulations, or because the person has reported information, made a complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under the Title IX regulations.

*Sex-based Harassment* is a form of sex discrimination and means sexual harassment and other harassment on the basis of sex, including on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity, that is:

- (1) *Quid pro quo harassment*. An employee, agent, or other person authorized by the recipient to provide an aid, benefit, or service under the recipient's education program or activity explicitly or impliedly conditioning the provision of such an aid, benefit, or service on a person's participation in unwelcome sexual conduct;
- (2) *Hostile environment harassment*. Unwelcome sex-based conduct that, based on the totality of the circumstances, is subjectively and objectively offensive and is so severe or pervasive that it limits or denies a person's ability to participate in or benefit from the recipient's education program or activity (i.e., creates a hostile environment); or
- (3) *Sexual assault* as defined in the Clery Act, or dating violence, domestic violence, or stalking as defined in the Violence Against Women Act.

*Supportive Measures* are non-disciplinary, non-punitive individualized services offered as appropriate, as reasonably available, without fee or charge, to the complainant or respondent to restore or preserve the party's right to access the education program/activity or to provide support during the grievance procedures or during an informal resolution process.

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**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

*Approved: 8.21.24*

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*Title IX Coordinator* is the employee designated by the school to coordinate its efforts to comply with the Title IX responsibilities.

Days shall be school days.

**III. Requirements of Title IX Grievance Procedures**

- A. The School will treat complainants and respondents equitable.
- B. The School requires that any Title IX Coordinator, investigator, or decisionmaker not have a conflict of interest or bias for or against complainants or respondents generally or an individual; complainant or respondent. The decisionmaker may be the same person as the Title IX Coordinator or Investigator.
- C. The School presumes that the respondent is not responsible for the alleged sex discrimination until a determination is made at the conclusion of the grievance procedures.
- D. The School has established timeframes for the major stages of the grievance procedures set forth below.
- E. The School has also established process that allows for the reasonable extension of timeframes on a case-by-case basis for good cause with notice to the parties that include the reason for the delay.
- F. The School will take reasonable steps to protect the privacy of the parties and witnesses during the grievance procedure. These steps will not restrict the ability of the parties to obtain and present evidence, including by speaking to witnesses; consulting with their family members, confidential resources, or advisors; or otherwise prepare for or participate in the grievance procedures. The parties cannot engage in retaliation, including against witnesses.

**IV. Timeframes and Extensions of Time.**

Generally, the School will adhere to the following timelines for the major stages of grievance process:

1. Evaluation - The Title IX Coordinator will determine whether to dismiss a complaint or investigate it within 10 days of receiving the complaint.



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**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

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2. Investigation - The investigator will generally complete the investigation within 30 days of the Title IX Coordinator's decision to investigate the complaint. Once the Title IX Coordinator or investigator provides the parties with access to the evidence or description of the evidence, the parties will have 5 days to respond to the evidence.

3. Determination - After the parties submit their response or the 5-day timeline for doing so expires, the appointed decisionmaker will have 10 days to consider the relevant (and not impermissible) evidence and issue a determination as to whether sex discrimination occurred.

4. Appeal - Either party may appeal the decisionmaker's determination, in writing, within 5 days of receiving the determination. Appeals of dismissal of the complaint must be filed within 5 days of receiving notice of dismissal. Whether the respondent will be notified of the dismissal and the right to appeal will depend on whether the dismissal occurs before or after the respondent receives notice of the allegations.

The above timelines may be extended for good cause, with approval from the Title IX Coordinator and written notice to both parties. The notice to the parties will include the reason for the delay. Thereafter, the Title IX Coordinator will keep the parties informed on a regular basis.

Whether there is good cause for an extension is determined at the discretion of the Title IX Coordinator. An ongoing criminal investigation involving the conduct that is the subject of the complaint may be good cause to extend the above timelines. While the School will not wait for the conclusion of a criminal investigation or criminal proceeding to begin its own Title IX investigation, it may temporarily delay the investigation while the police are gathering evidence and actively investigating.

**V. Evidence.**

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**TITLE IX POLICY AND GRIEVANCE PROCEDURES**

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The following types of evidence and questions seeking that evidence are impermissible, meaning regardless of whether they are relevant, they will not be accessed or considered, except by the School to determine whether one of the exceptions listed below applies:

- Evidence that is protected under a privilege recognized by Federal or State law or evidence provided to a confidential employee, unless the person to whom the privilege or confidentiality is owed has voluntarily waived the privilege or confidentiality;
- A party's or witness's records that are made or maintained by a physician, psychologist, or other recognized professional or paraprofessional in connection with the provision of treatment to the party or witness, unless Brevard Academy obtains that party's or witness's voluntary, written consent for use in its grievance procedures; and
- Evidence that relates to the complainant's sexual interests or prior sexual conduct, unless evidence about the complainant's prior sexual conduct is offered to prove that someone other than the respondent committed the alleged conduct or is evidence about specific incidents of the complainant's prior sexual conduct with the respondent that is offered to prove consent to the alleged sex-based harassment. The fact of prior consensual sexual conduct between the complainant and respondent does not by itself demonstrate or imply the complainant's consent to the alleged sex-based harassment or preclude determination that sex-based harassment occurred.

**VI. Filing a Complaint**

The following people have a right to make a complaint of sex discrimination, including complaints of sex-based harassment, requesting that Brevard Academy investigate and make a determination about alleged discrimination under Title IX:

- A "complainant," which includes:
  - o a student or employee of Brevard Academy who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX;
  - o a person other than a student or employee of Brevard Academy who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX at a time when that individual was participating or attempting to participate in Brevard Academy education program or activity;
  - o A parent, guardian, or other authorized legal representative with the legal right to act on behalf of a complainant; or
  - o Brevard Academy's Title IX Coordinator.

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Reports can be made in person, via telephone, or by emailing the Title IX Coordinator. Formal complaints can be made by using this link: [INSERT LINK](#)

The school may consolidate complaints of sex discrimination against more than one respondent, or by more than one complainant against one or more respondents, or by one party against another party, when the allegations of sex discrimination arise out of the same facts or circumstances.

**VII. Notice of Allegations**

Upon initiation of the Title IX grievance procedures, Brevard Academy will notify both parties of the following:

- Title IX grievance procedures and any informal resolution process;
- Sufficient information available at the time to allow the parties to respond to the allegations, including the identities of the parties involved in the incident(s), the conduct alleged to constitute sex discrimination, and the date(s) and location(s) of the alleged incident(s);
- Retaliation is prohibited; and
- The parties are entitled to an equal opportunity to access the relevant and not otherwise impermissible evidence or an accurate description of this evidence.

If, in the course of an investigation, Brevard Academy decides to investigate additional allegations of sex discrimination by the respondent toward the complainant that are not included in the notice provided or that are included in a complaint that is consolidated, the School will notify the parties of the additional allegations.

**VIII. Dismissal of a Complaint**

The School may dismiss a complaint of sex discrimination if:

- the school is unable to identify the respondent after taking reasonable steps to do so;
- if the respondent is not participating in the school's education program or activity and is not employed by the school;
- the complainant voluntarily withdraws any or all of the allegations in the complaint, the Title IX Coordinator declines to initiate a complaint, and the school determines that without the complainant's withdrawn allegations, the conduct that remains alleged in the complaint, if any, would not constitute sex discrimination under Title IX, even if proven; or

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- The school determines the conduct alleged in the complaint, even if proven, would not constitute sex discrimination under Title IX. Before dismissing the complaint, the school will make reasonable efforts to clarify the allegations with the complainant.

Upon dismissal, the School will promptly notify the complainant of the basis for the dismissal. If the dismissal occurs after the respondent has been notified of the allegations, the School will also notify the respondent of the dismissal and the basis for dismissal promptly following notification to the complainant, or simultaneously if notification is in writing.

The School will also notify the complainant that a dismissal may be appealed and will provide the complainant with an opportunity to appeal the dismissal of the complaint. If the dismissal occurs after the respondent has been notified of the allegations, then the School will also notify the respondent that the dismissal may be appealed.

Dismissals may be appealed on the following grounds:

- A procedural irregularity that would change the outcome;
- New evidence that would change the outcome and that was not reasonably available when the dismissal was made; and/or
- The Title IX Coordinator, investigator, or decisionmaker had a conflict of interest or bias for or against complainants or respondents generally or the individual complainant or respondent that would change the outcome.

If the dismissal is appealed, the School will do the following:

- Notify the parties of any appeal, including noticed of the allegations, if notice was not previously provided to the respondent;
- Implement appeal procedures equally for all parties;
- Ensure that the decisionmaker for the appeal has been trained consistent with the Title IX regulations;
- Provide the parties a reasonable and equitable opportunity to make a statement in support of, or challenging, the outcome; and
- Notify the parties of the result of the appeal and the rationale for the results.

When a complaint is dismissed, the School will, at a minimum:

- Offer supportive measures to the complainant as appropriate;
- If the respondent has been notified of the allegations, also offer supportive measures to the respondent as appropriate; and
- Take other prompt and effective steps, as appropriate, through the Title IX Coordinator to ensure that sex discrimination does not continue or recur with the School's education program or activity.



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**IX. Investigation**

SCHOOL will provide for adequate, reliable, and impartial investigation of complaints. The burden is on the school—not the parties—to conduct an investigation that gathers sufficient evidence to determine whether sex discrimination occurred. The investigation may include but is not limited to documentary evidence, interviews, statements, video, photos and any other relevant information not otherwise impermissible

The School will provide an equal opportunity for the parties to present fact witnesses and other inculpatory and exculpatory evidence that are relevant and not otherwise impermissible. The School will review all evidence gathered through the investigation and determine what evidence is relevant and what evidence is impermissible regardless of relevance.

The School will provide each party with an equal opportunity to access the evidence that is relevant to the allegations of sex discrimination and not otherwise impermissible, in the following manner:

- The School will provide an equal opportunity to access either the relevant and not otherwise impermissible evidence, or an accurate description of this evidence. [If the School provides a description of the evidence, the School will provide the parties with an equal opportunity to access the relevant and not otherwise impermissible evidence upon the request of any party.];
- The School will provide a reasonable opportunity to respond to the evidence or the accurate description of the evidence; and
- The School will take reasonable steps to prevent and address the parties' unauthorized disclosure of information and evidence obtained solely through the grievance procedures. Disclosures of such information and evidence for purposes of administrative proceedings or litigation related to the complaint of sex discrimination are authorized.

**X. Questioning the Parties and Witnesses**

Nothing in this provision shall require an Investigator who is also serving as the Decisionmaker to reinterview any party or witnesses.

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If the investigator and decisionmaker are two separate individuals, the decisionmaker will have the opportunity to question the parties and witnesses to adequately assess a party's or witness' credibility, to the extent credibility is both in dispute and relevant to evaluating one or more allegations of sex discrimination. If the investigator and decisionmaker are the same person, then the decisionmaker will have already had the opportunity to question the parties and witnesses during the investigation.

**XI. Determination**

Following an investigation and evaluation of all relevant and not otherwise impermissible evidence, the School will:

- Use the preponderance of the evidence standard to determine whether sex discrimination occurred. The decisionmaker must evaluate relevant and not otherwise impermissible evidence for its persuasiveness. If the decisionmaker is not persuaded under the applicable standard by the evidence that sex discrimination occurred, whatever the quantity of the evidence is, the decisionmaker must not determine that sex discrimination occurred.
- Notify the parties in writing of the determination of whether sex discrimination under Title IX occurred, including the rationale for such determination, and the procedures and permissible bases for the complainant and respondent to appeal, if applicable:
- Not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination.
- If there is a determination that sex discrimination occurred, the Title IX Coordinator will, as appropriate:
  - o Coordinate the provision and implementation of remedies to a complainant and other people the School identifies as having had quality access to the School's education program or activity limited or denied by sex discrimination;
  - o Coordinate the imposition of any such disciplinary sanctions on a respondent, including notification to the complainant of any such disciplinary sanctions; and
  - o Take other appropriate prompt and effective steps to ensure that sex discrimination does not continue or recur with the School's education program or activity.
- Comply with the grievance procedures before the imposition of any disciplinary sanctions against a respondent, and
- Not discipline a party, witness, or others participating in the grievance procedures for making a false statement or for engaging in consensual sexual conduct based solely on the determination of whether sex discrimination occurred.

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**XII. Appeal of Determination[2]**

The School offers the following process for appeals from a determination of whether sex discrimination occurred.

If either party disagrees with the decisionmaker's determination, the party may file an appeal, in writing, within 5 school days of receiving the written determination.

A party may appeal the determination only on the following bases:

1. Procedural irregularity that would change the outcome;
2. New evidence that would change the outcome and that was not reasonably available when the determination was made; and
3. The Title IX Coordinator, investigator, or decisionmaker had a conflict of interest or bias for or against complainants or respondents generally, or bias for or against the individual complainant or respondent, which would change the outcome.

The complainant may not challenge the ultimate disciplinary sanction/consequence imposed. No new evidence may be submitted during the appeal process.

If a party appeals the determination, the Title IX Coordinator will:

1. Notify the parties of the appeal;
2. Implement appeal procedures equally for the parties;
3. Appoint an appeal decisionmaker, who shall not be the same person as the Title IX Coordinator, investigator, or decisionmaker;
4. Provide the parties a reasonable and equal opportunity to make a statement in support of, or challenging, the determination;
5. Provide the appeal decisionmaker with relevant and not otherwise impermissible evidence, any responses submitted to the investigator related to the evidence, and the decisionmaker's written determination; and
6. Notify the parties, in writing, of the result of the appeal and the appeal decisionmaker's rationale. If a party files an appeal, the appeal decisionmaker will establish a timeline for each party to submit a statement in support of their position that they want the appeal decisionmaker to consider in making a decision. Once the appeal decisionmaker receives the statements or the timeline for submitting such statements expires, the appeal decisionmaker will have 10 days to issue a decision. The decision will be issued in writing and sent to the parties and Title IX Coordinator.

**XIII. Informal Resolution[3]**

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In lieu of resolving a complaint through the School's Title IX grievance procedures, the parties may instead elect to participate in an informal resolution process. The School does not offer informal resolution to resolve a complaint that includes allegations that an employee engaged in sex-based harassment of an elementary or secondary school student, or when such a process would conflict with federal, state or local law.

Before initiating the process, the School must provide notice to the parties that explains:

1. The allegations;
2. The requirements of the informal resolution process;
3. That prior to agreeing to a resolution, any party has the right to withdraw from the informal resolution process and initiate or resume the School's grievance procedures;
4. That the parties' agreement to a resolution at the conclusion of the informal resolution process would preclude the parties from initiating or resuming grievance procedures arising from the same allegations;
5. The potential terms that may be requested or offered in an informal resolution agreement, including notice that an informal resolution agreement is binding only on the parties; and
6. What information the School will maintain and whether and how the School may disclose such information for use in grievance procedures, if the grievance procedures are initiated or resumed.

The person who facilitates the informal resolution process shall not be the same person who serves as the investigator, decisionmaker, or appeal decisionmaker with respect to this particular complaint. Any person designated to facilitate an informal resolution process must not have a conflict of interest or bias for or against complainants or respondents generally or for or against an individual complainant or respondent.

Potential terms that may be included in an informal resolution agreement include, but are not limited to: 1. Restrictions on contact; and 2. Restrictions on the respondent's participation in one or more of the School's programs or activities, including restrictions the School could have imposed as remedies or disciplinary sanctions had the School determined at the conclusion of the grievance process that sex discrimination occurred. Even if the parties reach an informal resolution agreement, the Title IX Coordinator must, to the extent necessary, also take other appropriate prompt and effective steps to ensure that sex discrimination does not continue or recur within the School's education program or activity.

**XIV. Emergency Removal and Administrative Leave**



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The School may remove a respondent from the School's education program or activity on an emergency basis during the grievance process or informal resolution process, if the School undertakes an individualized safety and risk analysis, determines that an imminent and serious threat to the health or safety of a complainant or any students, employees, or other persons arising from the allegations of sex discrimination justifies removal, and provides the respondent with notice and an opportunity to challenge the decision immediately following the removal. The School's authority to remove a respondent on an emergency basis does not modify any rights the respondent may have under Section 504 of the Rehabilitation. The School may place an employee respondent on administrative leave during the grievance process.

**XV. Disciplinary Sanctions and Remedies**

Following a determination that sex-based harassment occurred, the School will take prompt and reasonable steps to end the sex discrimination, prevent its recurrence, and remedy its effects.

The School may impose disciplinary sanction as set forth in the Student Code of Conduct, school policy, and state and federal laws, as applicable. For Employees, the School may impose the full range of discipline, including nonrenewal or termination, as set forth in the Employee Handbook, School Policy, and state and federal laws, as applicable.

**XVI. Students with Disabilities**

If a party to a complaint is a student with a disability, the Title IX Coordinator must consult with one or more members of the IEP Team or Section 504 Team throughout the grievance process, including before any emergency removal of the student and when determining appropriate supportive measures and remedies. The School will comply with the requirements of the IDEA and Section 504 in implementing this Policy, including the requirement that a manifestation determination review be conducted within 10 days of a decision to change the placement of a student with a disability because of a violation of a code of student conduct. See 34 CFR § 300.530.

**XVII. Training**

*1. All employees* – All Brevard Academy employees must be trained on:

1. The School's obligation to address sex discrimination in its education program or activity;
2. The scope of conduct that constitutes sex discrimination under Title IX;

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3. All applicable notification and information requirements under Title IX, including: (i) When a student or a person with the legal right to act on behalf of the student informs any employee of the student's pregnancy or related conditions, the employee's responsibility to provide the person with the Title IX Coordinator's contact information and inform the person that the Title IX Coordinator can coordinate specific actions to prevent sex discrimination and ensure the student's equal access to the School's education program or activity; and (ii) The employee's responsibility to notify the Title IX Coordinator when the employee has information about conduct that reasonably may constitute sex discrimination under Title IX.

*2. Investigators, decisionmakers, and other persons who are responsible for implementing the grievance procedures or who have the authority to modify or terminate supportive measures –* In addition to the training for all employees, these individuals must be trained on the following topics to the extent related to their responsibilities, including:

1. The School's obligations under § 106.44, including the obligation to respond promptly and effectively when the School has knowledge of conduct that reasonably may constitute sex discrimination in its education program or activity;
2. The School's grievance procedures;
3. How to serve impartially, including avoiding prejudgment of the facts at issue, conflicts of interest, and bias; and
4. The meaning and application of the term "relevant" in relation to questions and evidence, and the types of evidence that are impermissible regardless of relevance.

*3. Facilitators of informal resolution –* In addition to the training for all employees, all facilitators of informal resolution must be trained on the rules and practices associated with the School's informal resolution process and on how to serve impartially, including by avoiding conflicts of interest and bias.

*4. Title IX Coordinators and designees –* In addition to the training for all employees, the Title IX Coordinator and designees must be trained on their specific responsibilities under Title IX, the School's recordkeeping system, the recordkeeping requirements under Title IX, and any other training necessary to coordinate the School's compliance with Title IX.

**XVIII. Recordkeeping Requirements**

The School must maintain for a period of at least 7 years:

1. For each complaint of sex discrimination, records documenting the informal resolution process or the grievance procedures and the resulting outcome;

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2. For each notification the Title IX Coordinator receives of information about conduct that may reasonably constitute sex discrimination under Title IX, records documenting the actions the School took to meet its obligations under Title IX; and
3. All training materials must also be made available to members of the public upon request.

**SECTION: 4000 Students and Parents/5000***Policy Code: 4230/5131/7180***Community Relations/7000 Personnel***Approved: August 19, 2025***Non-Title IX Prohibition Against Discrimination, Harassment, and Bullying And Complaint Process****Non-Title IX Prohibition Against Discrimination, Harassment, and Bullying And Complaint Process**

No student or School employee shall be subjected to bullying or harassing behavior by School employees or students as defined and set forth below. Brevard Academy takes seriously all complaints of discrimination, harassment, and bullying. The process provided in this policy is designed for those individuals who believe that they may have been discriminated against unlawfully, bullied, or harassed in violation of Brevard Academy's Non-Title IX Prohibition Against Discrimination, Harassment, and Bullying Policy. Individuals who have witnessed or have reliable information that another person has been subject to unlawful discrimination, harassment, or bullying also should report such violations in the manner provided in this policy. Reports may be made anonymously. This policy applies to violations under Title VI. This policy does not apply where an individual seeks to assert allegations regarding or related to the identification, evaluation, educational placement, or free appropriate public education of a student under Section 504 or the IDEA, such allegations may be raised through the procedures governing such matter. This Policy also does not apply to Title IX complaints, behavior falling within Title IX or Title VII complaints. Please refer to the corresponding School's policies for Title IX and VII matters.

**Definitions:**

As used in this policy, "bullying or harassing behavior" is any pattern of gestures or written, electronic, or verbal communications, or any physical act or any threatening communication, that takes place on school property, at any school-sponsored function, or on a school bus, and that:

1. Places a student or school employee in actual and reasonable fear of harm to his or her person or damage to his or her property; or
2. Creates or is certain to create a hostile environment by substantially interfering with or impairing a student's educational performance, opportunities, or benefits. For purposes of this section, "hostile environment" means that the victim subjectively views the conduct as bullying or harassing behavior and the conduct is objectively severe or pervasive enough that a reasonable person would agree that it is bullying or harassing behavior.

"Cyber-bullying and cyber-harassment" are any words, actions, or conduct that meet the definitions of bullying or harassing behavior described in this policy, and are conveyed via email, text message, Internet message boards, interactions on social media, or other electronic media. Bullying or harassing behavior includes, but is not limited to, acts reasonably perceived as being motivated by any actual or perceived differentiating characteristic, such as race, color, religion, ancestry, national origin, gender, socioeconomic status, academic status, gender identity, physical appearance, sexual orientation, or mental, physical, developmental, or sensory disability, or by association with a person who has or is perceived to have one or more of these characteristics.



**SECTION: 4000 Students and Parents/5000***Policy Code: 4230/5131/7180***Community Relations/7000 Personnel***Approved: August 19, 2025***Non-Title IX Prohibition Against Discrimination, Harassment, and Bullying And Complaint Process**

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No student or school employee shall be subjected to bullying or harassing behavior by school employees or students.

No person shall engage in any act of reprisal or retaliation against a victim, witness, or a person with reliable information about an act of bullying or harassing behavior.

A school employee who has witnessed or has reliable information that a student or school employee has been subject to any act of bullying or harassing behavior shall report the incident to the appropriate school official.

A student or volunteer who has witnessed or has reliable information that a student or school employee has been subject to any act of bullying or harassing behavior should report the incident to the appropriate school official.

**Reporting**

**Mandatory Reporting by School Employee:** Any employee or volunteer who witnessed or who has reliable information or reason to believe that an individual may have been discriminated against, harassed, or bullied in violation of this policy must report the offense immediately to the School Director. An employee who does not promptly report possible discrimination, harassment, or bullying shall be subject to disciplinary action.

**Anonymous Reporting:** Reports under this policy may be made anonymously, but formal disciplinary action may not be taken solely on the basis of an anonymous report.

**Reports by Students and/or Parents/Guardian:** Any individual who believes they have been subject to conduct or communication in violation of this policy are strongly encouraged to file a complaint in writing to any of the following:

- a. Brevard Academy counselor, teacher, dean of students, principal or assistant principal of Brevard Academy for any claim of discrimination, harassment or bullying, including Title VI complaints;
- d. the Title IX coordinator for claims of sex discrimination or sexual harassment;
- c. the Section 504 coordinator or the ADA coordinator for claims of discrimination on the basis of a disability; or
- d. any member of the Board if the alleged perpetrator is the School Director.

**Investigation of Reports**

Reports of discrimination, harassment, or bullying under this policy will be investigated sufficiently to determine whether further action under this policy or otherwise is necessary, and school officials shall take such action as appropriate under the circumstances. Brevard Academy will follow its Code of Conduct for all investigations and discipline for behavior falling under this policy.

**Time Period for Filing a Complaint**

A complaint should be filed as soon as possible but no later than 30 days after disclosure or discovery of the facts giving rise to the complaint. Complaints submitted after the 30-day period may be investigated at the discretion of school officials; however, individuals should recognize

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**Non-Title IX Prohibition Against Discrimination,  
Harassment, and Bullying And Complaint  
Process**

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that delays in reporting may significantly impair the ability of school officials to investigate and respond to such complaints.

# Coversheet

## Finance Strategic Planning

|                          |                                                                                                            |
|--------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Section:</b>          | VII. Finance                                                                                               |
| <b>Item:</b>             | A. Finance Strategic Planning                                                                              |
| <b>Purpose:</b>          | Discuss                                                                                                    |
| <b>Submitted by:</b>     |                                                                                                            |
| <b>Related Material:</b> | BA Asset Plan.pdf<br>Brevard_Encumbered_Balance.xlsx<br>May Cash on Hand.pdf<br>May 2026 Budget Report.pdf |

## Brevard Academy Asset Plan 2026

| #VALUE!   |                         |      |                     |              |               |             |               |                    |                   |                    |                                                                                                                                            |                        |                  |
|-----------|-------------------------|------|---------------------|--------------|---------------|-------------|---------------|--------------------|-------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------|
| Asset Tag | Equipment               | Qty. | Manufacturer        | Model Number | Serial Number | Refrigerant | Health (0-10) | Reliability (0-10) | Efficiency (0-10) | Total Score (0-30) | Notes                                                                                                                                      | ASHRAE Life Expectancy | Replacement Cost |
| RTU-1     | Rooftop Air Conditioner | 1    | Trane               | YHC060       | 162210298L    | R-410A      | 5             | 5                  | 5                 | 15                 | Outdoor Air Temp sensor replaced 8-8-26                                                                                                    | 15 Years               | \$ 28,000.00     |
| RTU-2     | Rooftop Air Conditioner | 1    | Trane               | YSD300       | 162110706D    | R-410A      | 4             | 4                  | 4                 | 12                 | Cumulative heater replaced 8-8-25; Replaced Outdoor Static Pressure sensor 2-17-26; Replaced RTRM module & Outdoor Air Temp sensor 3-10-26 | 15 Years               | \$ 60,000.00     |
| RTU-3     | Rooftop Air Conditioner | 1    | Trane               | YSD300       | 162110710D    | R-410A      | 5             | 5                  | 5                 | 15                 | Smoke detector replaced 3-12-26                                                                                                            | 15 Years               | \$ 60,000.00     |
| RTU-4     | Rooftop Air Conditioner | 1    | Trane               | YHC092       | 161914363L    | R-410A      | 6             | 6                  | 5                 | 17                 |                                                                                                                                            | 15 Years               | \$ 35,000.00     |
| RTU-5     | Rooftop Air Conditioner | 1    | Trane               | YSD300       | 162110714D    | R-410A      | 5             | 5                  | 5                 | 15                 | Duct Pressure Transducer replaced 8-10-25; Outdoor Pressure sensor replaced 10-20-25                                                       | 15 Years               | \$ 60,000.00     |
| VAV #     | Variable Air Volume Box | 36   | Trane               | Multiple     | Multiple      | N/A         | 8             | 8                  | 8                 | 24                 | Minor issues noted with heating on VAV 2-04, 2-10, 3-23, 3-28 & 5-28.                                                                      | 25 Years               | \$ 89,500.00/EA. |
| DSS       | Ductless Split System   | 1    | Mitsubishi Electric | SUZ-KA09NA   | 1ZP00852      | R-410A      | 5             | 5                  | 5                 | 15                 | Minor communication issues & zone sensor replacements noted.                                                                               | 15 Years               | \$ 12,000.00     |
| SC-1      | Tracer SC               | 1    | Trane               | X136516850   | E23D05193     | N/A         | 9             | 9                  | 9                 | 27                 |                                                                                                                                            | 15 Years               | \$ 95,000.00     |
| EF-9      | Exhaust Fan             | 1    | Loren Cook          | N/A          | N/A           | N/A         | 10            | 10                 | 10                | 30                 | Replaced Motor & V-belt 1-8-26                                                                                                             | 20 Years               | \$ 16,000.00     |
| EF-10     | Exhaust Fan             | 1    | Loren Cook          | N/A          | N/A           | N/A         | 0             | 0                  | 0                 | 0                  | Power is currently disconnected                                                                                                            | 20 Years               | \$ 16,000.00     |



## ASHRAE Equipment Life Expectancy chart

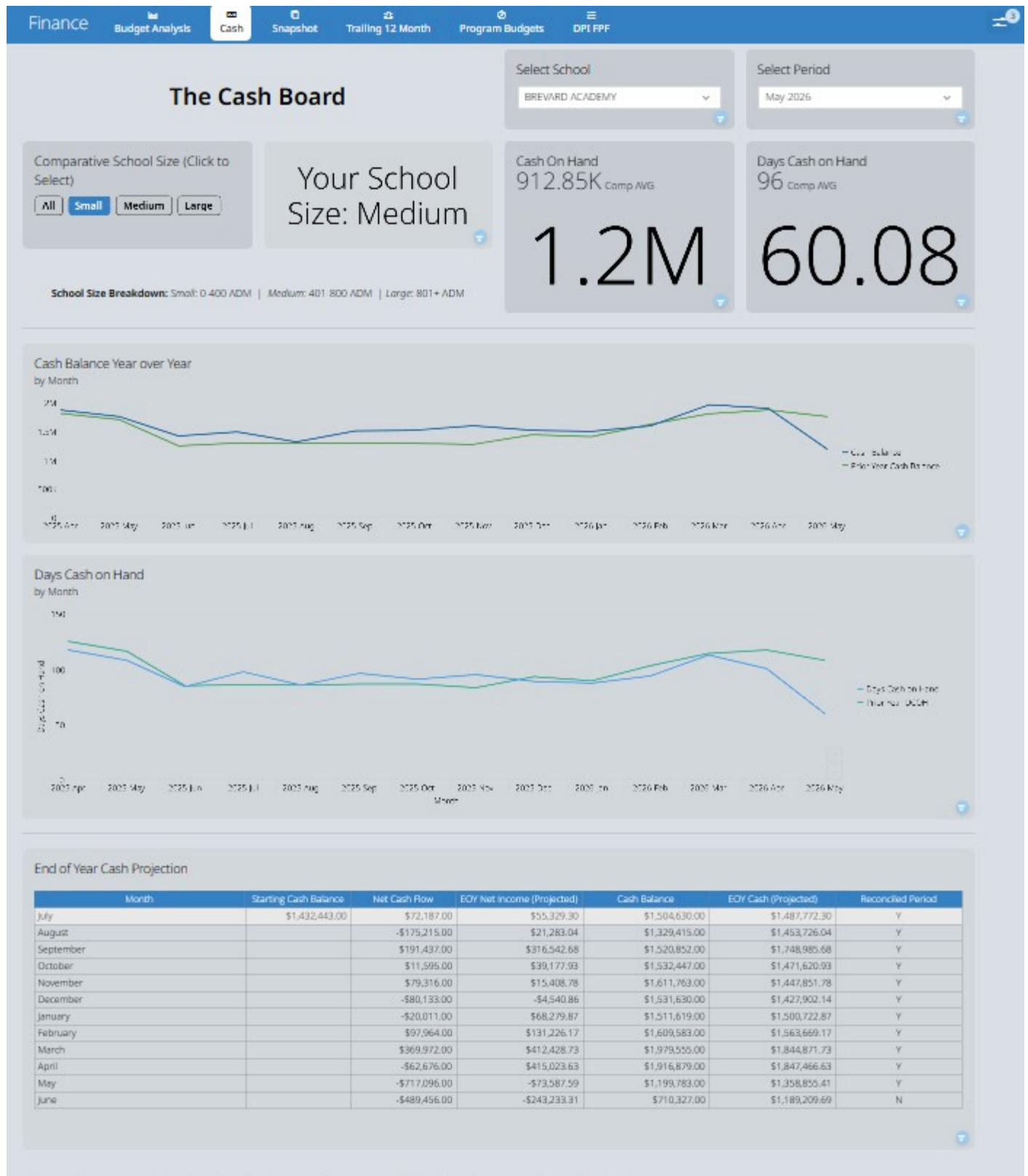
ASHRAE is the industry organization that sets the standards and guidelines for most all HVAC-R equipment.  
For additional info about ASHRAE the website is [www.ashrae.org](http://www.ashrae.org) .

| Equipment Item                      | Median Years | Equipment Item                    | Median Years | Equipment Item         | Median Years |
|-------------------------------------|--------------|-----------------------------------|--------------|------------------------|--------------|
| Air conditioners                    |              | Air terminals                     |              | Air-cooled condensers  | 20           |
| Window unit                         | 10           | Diffusers, grilles, and registers | 27           | Evaporative condensers | 20           |
| Residential single or Split Package | 15           | Induction and fan coil units      | 20           | Insulation             |              |
| Commercial through-the wall         | 15           | VAV and double-duct boxes         | 20           | Molded Blanket         | 20           |
| Water-cooled package                | 15           | Air washers                       | 17           |                        | 24           |
| Heat Pumps                          |              | Ductwork                          | 30           | Pumps                  |              |
| Residential air-to-air              | 15           | Dampers                           | 20           | Base-mounted           | 20           |
| Commercial air-to-air               | 15           | Fans                              |              | Pipe-mounted           | 10           |
| Commercial water-to-air             | 19           | Centrifugal                       | 25           | Sump and well          | 10           |
| Roof-top air conditioners           |              | Axial                             | 20           | Condensate 15          |              |
| Single-zone                         | 15           | Propeller                         | 15           | Reciprocating engines  | 20           |
| Multi-zone                          | 15           | Ventilating roof-mounted          | 20           | Steam turbines         | 30           |
| Boilers, hot water (steam)          |              | Coils                             |              | Electric motors        | 18           |
| Steel water-tube                    | 24 (30)      | DX, water, or steam               | 20           | Motor starters         | 17           |
| Steel fire-tube                     | 25 (25)      | Electric                          | 15           | Electric transformers  | 30           |
| Cast iron                           | 35 (30)      | Heat Exchangers                   |              | Controls               |              |
| Electric                            | 15           | Shell-and-tube                    | 24           | Pneumatic              | 20           |
| Burners                             | 21           | Reciprocating compressors         | 20           | Electric               | 16           |
| Furnaces                            |              | Packaged chillers                 |              | Electronic             | 15           |
| Gas- or oil-fired                   | 18           | Reciprocating                     | 20           | Valve actuators        |              |
| Unit heaters                        |              | Centrifugal                       | 23           | Hydraulic              | 15           |
| Gas or electric                     | 13           | Absorption                        | 23           | Pneumatic              | 20           |
| Hot water or steam                  | 20           | Cooling towers                    |              | Self-contained         | 10           |
| Radiant Heaters                     |              | Galvanized metal                  | 20           |                        |              |
| Electric                            | 10           | Wood                              | 20           |                        |              |
| Hot water or steam                  | 25           | Ceramic                           | 34           |                        |              |

## Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Brevard\_Encumbered\_Balance.xlsx



## BREVARD ACADEMY | Board Report

## Status: Reconciled

| Account Type    | Account                                    | Reporting Period<br>Sub-Account | Budget         | Period Activity | YTD Activity   | May-2026<br>Remaining Budget | % Used | EOY Forecast   | Notes |
|-----------------|--------------------------------------------|---------------------------------|----------------|-----------------|----------------|------------------------------|--------|----------------|-------|
| REVENUES        | 001. STATE REVENUE TOTAL                   |                                 | 3,763,660.00   | 0.00            | 3,715,758.94   | 47,901.06                    | 99%    | 3,733,534.94   |       |
|                 | 002. LOCAL REVENUE TOTAL                   |                                 | 1,969,103.97   | 150,048.56      | 2,238,585.05   | (269,481.08)                 | 114%   | 3,063,967.03   |       |
|                 | 003. FEDERAL REVENUE TOTAL                 |                                 | 180,704.00     | 54,571.34       | 303,139.43     | (122,435.43)                 | 168%   | 318,009.11     |       |
|                 | 005. BEFORE AND AFTER SCHOOL REVENUE TOTAL |                                 | 50,063.00      | 3,767.50        | 39,252.75      | 10,810.25                    | 78%    | 42,821.18      |       |
|                 | 007A. ATHLETICS REVENUE TOTAL              |                                 | 12,200.00      | 1,068.29        | 17,905.87      | (5,705.87)                   | 147%   | 19,533.68      |       |
|                 | 007B. BAND/MUSIC REVENUE TOTAL             |                                 | 5,500.00       | 220.00          | 4,220.00       | 1,280.00                     | 77%    | 4,603.64       |       |
|                 | 007C. SCHOOL ACTIVITIES REVENUE TOTAL      |                                 | 10,631.00      | 3,271.18        | 10,142.79      | 488.21                       | 95%    | 10,999.78      |       |
|                 | 007D. FIELD TRIP REVENUE TOTAL             |                                 | 14,897.00      | 2,791.75        | 19,597.15      | (4,700.15)                   | 132%   | 21,378.71      |       |
| REVENUES TOTAL  |                                            |                                 | 6,006,758.97   | 215,738.62      | 6,348,601.98   | (341,843.01)                 | 106%   | 7,214,848.07   |       |
| EXPENSES        | 01. SALARIES AND BONUSES TOTAL             |                                 | (2,682,933.24) | (262,802.28)    | (2,756,387.46) | 73,454.22                    | 103%   | (3,006,968.14) |       |
|                 | 02. BENEFITS TOTAL                         |                                 | (1,251,458.00) | (119,141.52)    | (1,233,022.07) | (18,435.93)                  | 99%    | (1,345,114.99) |       |
|                 | 03. BOOKS AND SUPPLIES TOTAL               |                                 | (95,900.00)    | (3,047.24)      | (93,007.08)    | (2,892.92)                   | 97%    | (101,462.25)   |       |
|                 | 04. ATHLETICS TOTAL                        |                                 | (24,908.00)    | (1,705.74)      | (39,076.07)    | 14,168.07                    | 157%   | (41,812.98)    |       |
|                 | 05. OFFICE SUPPLIES TOTAL                  |                                 | (48,500.00)    | (11,167.49)     | (65,948.44)    | 17,448.44                    | 136%   | (71,943.75)    |       |
|                 | 06. TECHNOLOGY TOTAL                       |                                 | (95,500.00)    | (94,758.06)     | (255,636.15)   | 160,136.15                   | 268%   | (267,572.16)   |       |
|                 | 07. EQUIPMENT AND LEASES TOTAL             |                                 | (30,400.00)    | (3,670.95)      | (28,796.75)    | (1,603.25)                   | 95%    | (31,414.64)    |       |
|                 | 08. CONTRACTED STUDENT SERVICES TOTAL      |                                 | (114,500.00)   | 37,849.00       | (46,140.87)    | (68,359.13)                  | 40%    | (50,335.49)    |       |
|                 | 09. STAFF DEVELOPMENT TOTAL                |                                 | (38,800.00)    | (7,932.49)      | (64,142.96)    | 25,342.96                    | 165%   | (69,974.15)    |       |
|                 | 10. ADMINISTRATIVE SERVICES TOTAL          |                                 | (266,110.00)   | (27,867.35)     | (356,302.79)   | 90,192.79                    | 134%   | (388,693.96)   |       |
|                 | 11. INSURANCES TOTAL                       |                                 | (60,175.00)    | 0.00            | (74,810.60)    | 14,635.60                    | 124%   | (81,611.56)    |       |
|                 | 12. RENTS & DEBT SERVICE TOTAL             |                                 | (362,223.00)   | (57,465.07)     | (91,614.74)    | (270,608.26)                 | 25%    | (149,943.35)   |       |
|                 | 13. FACILITIES BUILDING TOTAL              |                                 | (267,500.00)   | (68,902.58)     | (775,407.74)   | 507,907.74                   | 290%   | (797,149.20)   |       |
|                 | 14. FACILITIES GROUNDS TOTAL               |                                 | (26,479.00)    | (39,763.21)     | (49,831.16)    | 23,352.16                    | 188%   | (54,361.26)    |       |
|                 | 15. UTILITIES TOTAL                        |                                 | (64,000.00)    | (6,570.07)      | (56,619.73)    | (7,380.27)                   | 88%    | (61,766.98)    |       |
|                 | 16. NUTRITION & FOOD TOTAL                 |                                 | (69,500.00)    | (19,147.38)     | (116,204.75)   | 46,704.75                    | 167%   | (126,768.82)   |       |
|                 | 17. TRANSPORTATION & TRAVEL TOTAL          |                                 | (135,000.00)   | (168,023.43)    | (412,300.14)   | 277,300.14                   | 305%   | (449,781.98)   |       |
|                 | 19. BEFORE & AFTER CARE PROGRAM TOTAL      |                                 | (2,500.00)     | (388.79)        | (4,285.69)     | 1,785.69                     | 171%   | (4,675.30)     |       |
|                 | 20. SCHOOL ACTIVITIES EXPENSES TOTAL       |                                 | (11,750.00)    | (8,174.04)      | (32,640.58)    | 20,890.58                    | 278%   | (35,607.91)    |       |
|                 | 21. FIELD TRIP EXPENSES TOTAL              |                                 | (34,223.00)    | (1,213.99)      | (43,995.98)    | 9,772.98                     | 129%   | (47,995.61)    |       |
|                 | 22. FUNDRAISING EXPENSES TOTAL             |                                 | (7,000.00)     | (118.65)        | (1,955.46)     | (5,044.54)                   | 28%    | (2,133.23)     |       |
|                 | 23. FEDERAL GRANT EXPENSES TOTAL           |                                 | (19,180.00)    | (53,884.00)     | (92,902.29)    | 73,722.29                    | 484%   | (101,347.95)   |       |
| EXPENSES TOTAL  |                                            |                                 | (5,708,539.24) | (917,895.33)    | (6,691,029.50) | 982,490.26                   | 117%   | (7,288,435.66) |       |
| SURPLUS/DEFICIT |                                            |                                 | 298,219.73     | (702,156.71)    | (342,427.52)   | 640,647.25                   |        | (73,587.59)    |       |



# Coversheet

## Operations and Academic Updates

|                          |                                                  |
|--------------------------|--------------------------------------------------|
| <b>Section:</b>          | IX. Operational Updates                          |
| <b>Item:</b>             | A. Operations and Academic Updates               |
| <b>Purpose:</b>          | FYI                                              |
| <b>Submitted by:</b>     |                                                  |
| <b>Related Material:</b> | _EOG Comparison Data 23-24, 24-25, 25-26 (2).pdf |

**EOG %Proficient**

| Grade Level | Math EOG | Reading EOG | Science EOG |
|-------------|----------|-------------|-------------|
| 3rd         | 75       | 80          |             |
| 4th         | 84       | 78          |             |
| 5th         | 61       | 57          | 78          |
| 6th         | 59       | 61          |             |
| 7th         | 54       | 65          |             |
| 8th         | 55       | 71          | 91          |
| Average %   | 65%      | 68%         | 84%         |

**Proficiency of Total Tests: 69.1%****2024-2025****EOG %Proficient**

| Grade Level | Math EOG | Reading EOG | Science EOG |
|-------------|----------|-------------|-------------|
| 3rd         | 85       | 54          |             |
| 4th         | 61       | 59          |             |
| 5th         | 45       | 53          | 72          |
| 6th         | 64       | 72          |             |
| 7th         | 69       | 76          |             |
| 8th         | 57       | 77          | 82          |
| Average %   | 64%      | 65%         | 77%         |

**Proficiency of Total Tests: 65.7%****2023-2024****EOG %Proficient**

| Grade Level | Math EOG | Reading EOG | Science EOG |
|-------------|----------|-------------|-------------|
| 3rd         | 72       | 68          |             |
| 4th         | 69       | 55          |             |
| 5th         | 57       | 67          | 74          |
| 6th         | 63       | 69          |             |
| 7th         | 68       | 77          |             |
| 8th         | 64       | 69          | 97          |
| Average %   | 66%      | 68%         | 85%         |

**Proficiency of Total Tests: 69.6%**

# Coversheet

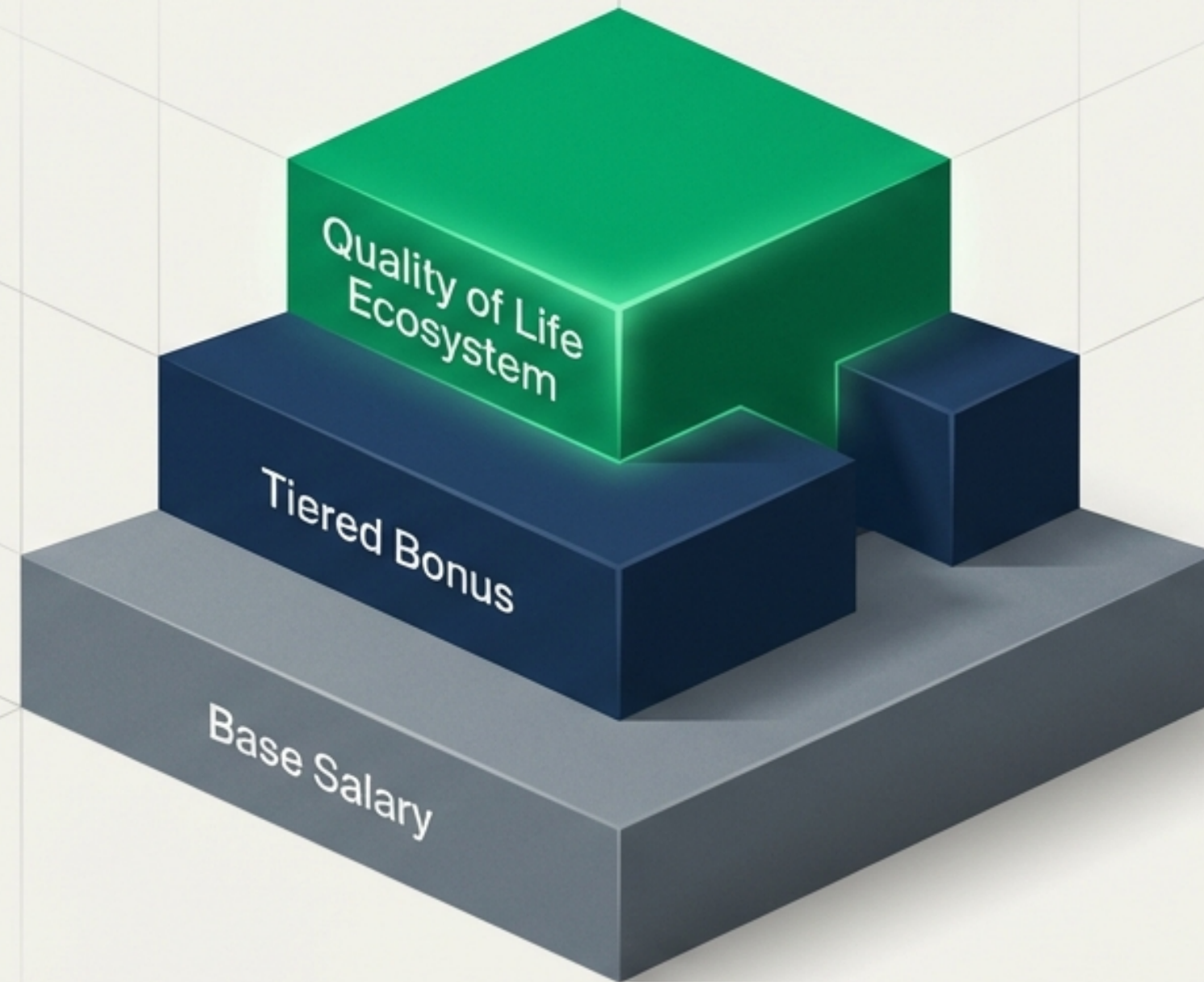
## School Director Goals for the Year and Review

|                          |                                                  |
|--------------------------|--------------------------------------------------|
| <b>Section:</b>          | X. CEO Support And Eval                          |
| <b>Item:</b>             | A. School Director Goals for the Year and Review |
| <b>Purpose:</b>          | Discuss                                          |
| <b>Submitted by:</b>     |                                                  |
| <b>Related Material:</b> | Brevard_Academy_Total_Rewards.pptx               |

# Redefining Educator Compensation

## The Brevard Academy Total Rewards Strategy (2026-2028)

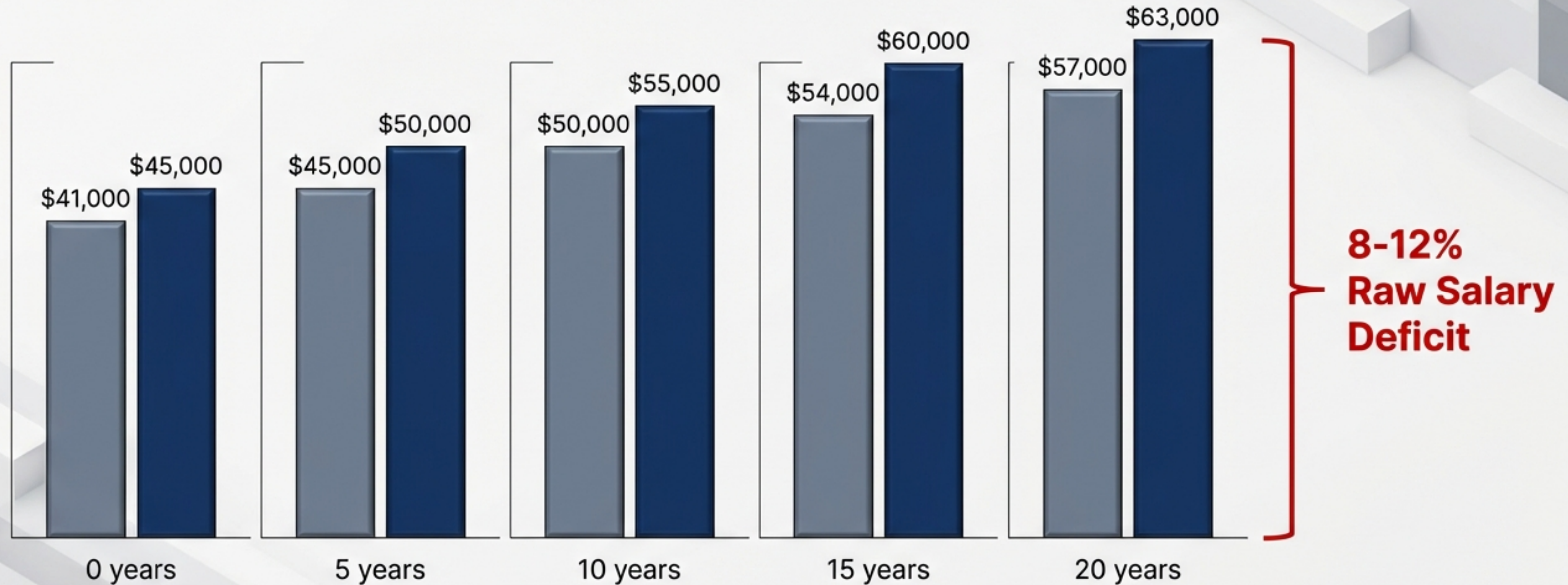
Strategic Briefing for the Board of Directors





# The Raw Baseline: Navigating the Base Salary Gap

Without a local supplement, Brevard Academy consistently operates ~8–12% below TCS in raw cash compensation.

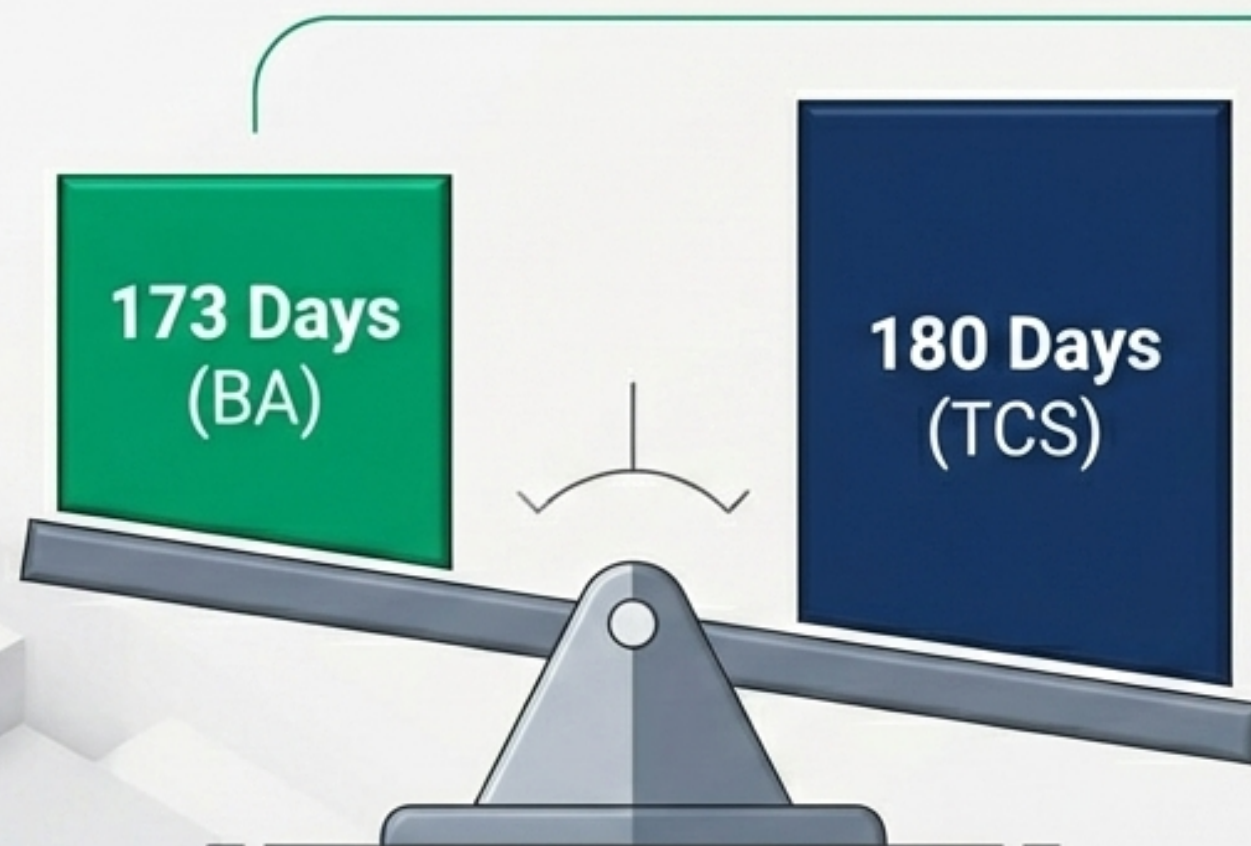




# The Time-Rich Advantage: Adjusting for the 173-Day Calendar

Brevard Academy's progressive 173-day calendar features embedded recovery time and longer breaks, fundamentally shifting the effective daily rate of pay.

## The Days



## The Math

### Effective Pay per Student Day

|                 |                       |                        |
|-----------------|-----------------------|------------------------|
| 10-Year Teacher | <b>\$289/day (BA)</b> | <b>\$306/day (TCS)</b> |
| 20-Year Teacher | <b>\$329/day (BA)</b> | <b>\$350/day (TCS)</b> |

**Calendar adjustment instantly shrinks the true compensation gap to just ~5-7%.**



# Identifying the Vulnerability: Where We Win and Where We Lose

Our current model attracts new teachers but struggles to retain experienced veterans when competing strictly on salary.

## Early-Career (0–5 years)



Work-Life  
Balance



Smaller  
Environment



Leadership  
Access

**Highly Competitive Advantage**

## Mid-Career & Veterans (6–15+ years)



Retention  
Risk



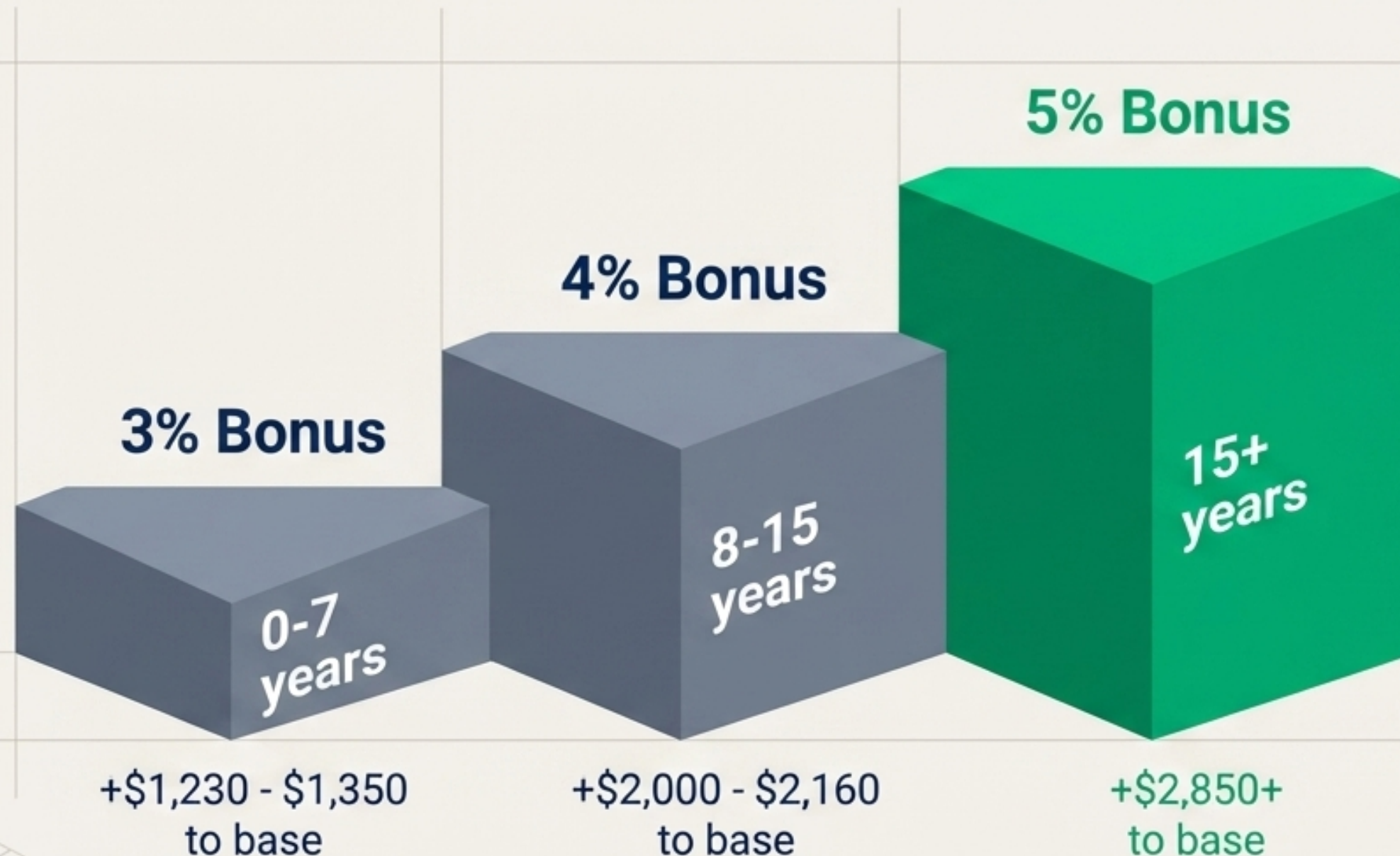
Salary Strict  
Comparisons

**Acute Vulnerability  
Without Financial Supplement**



# The Strategic Fix: A Tiered Investment for Maximum ROI

A **flat bonus overpays** where we already win. This tiered model targets the exact experience bands where retention risk is highest.



Keeps BA within a defensible 2-5% of local district pay when accounting for the calendar.  
Creates a visible reason to stay.



# The Retention Impact: Securing Our Veteran Core

Highest investment flows to the hardest-to-replace staff, fundamentally shifting the risk profile of the organization.

## Before vs. After

| Experience | Previous Risk | New Risk (With Tiered Bonus) |
|------------|---------------|------------------------------|
| 0-3 yrs    | Low           | Very Low                     |
| 4-7 yrs    | Moderate      | Moderate                     |
| 8-15 yrs   | High          | Moderate                     |
| 15+ yrs    | High          | Moderate-Low                 |





# Monetizing the Invisible: Quantifying Brevard's Unique Benefits

Brevard Academy offers an ecosystem of direct financial and lifestyle benefits that traditional districts do not provide.



**Classroom Supplies**  
\$600



**~5 Earned Flex Days**  
\$1,250–\$1,500



**Remote Workdays**  
\$500–\$1,000



**Calendar Advantage**  
\$1,500–\$2,000



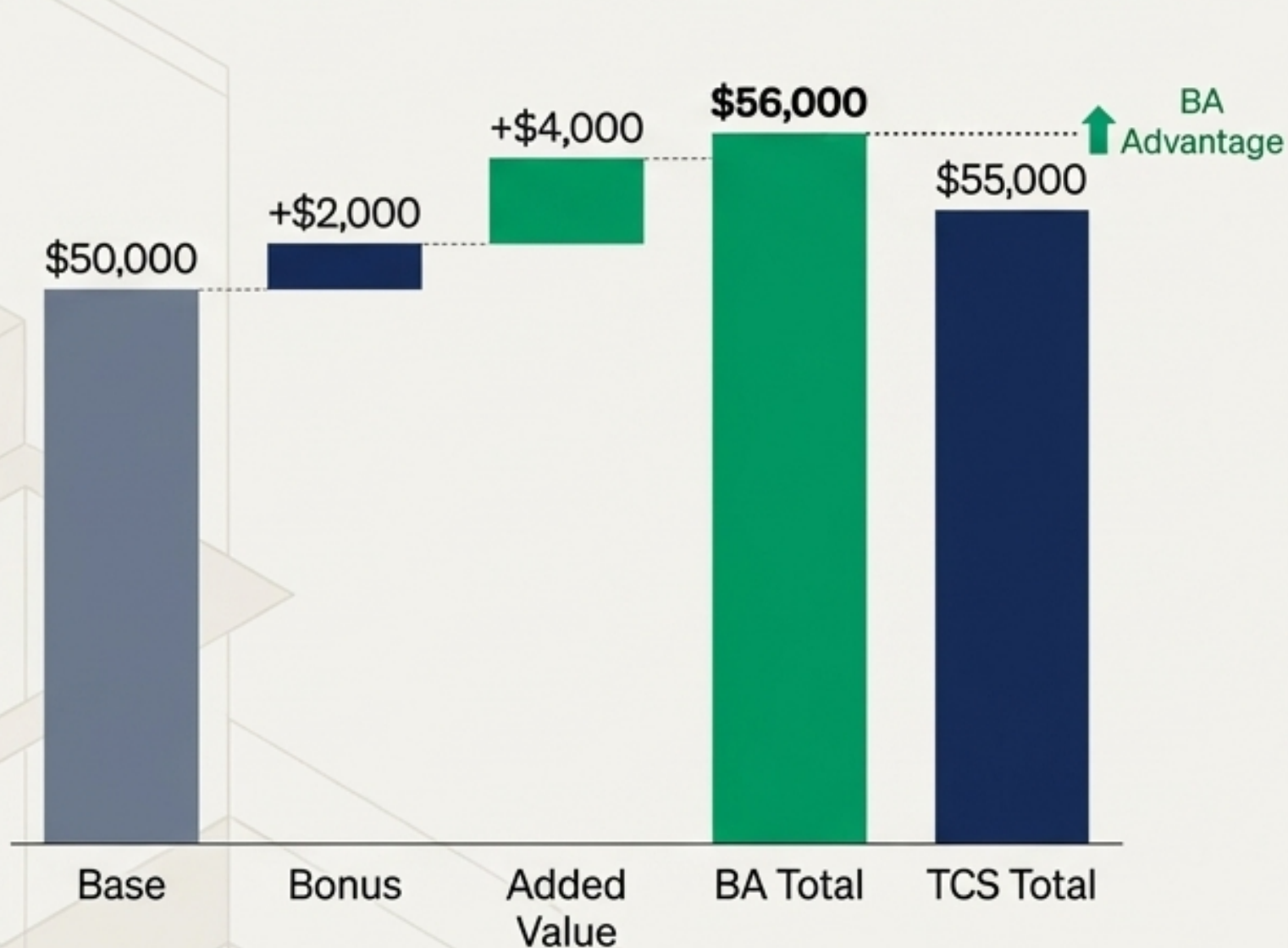
**Total Added Value = ~\$3,850 – \$5,100 per teacher annually.**



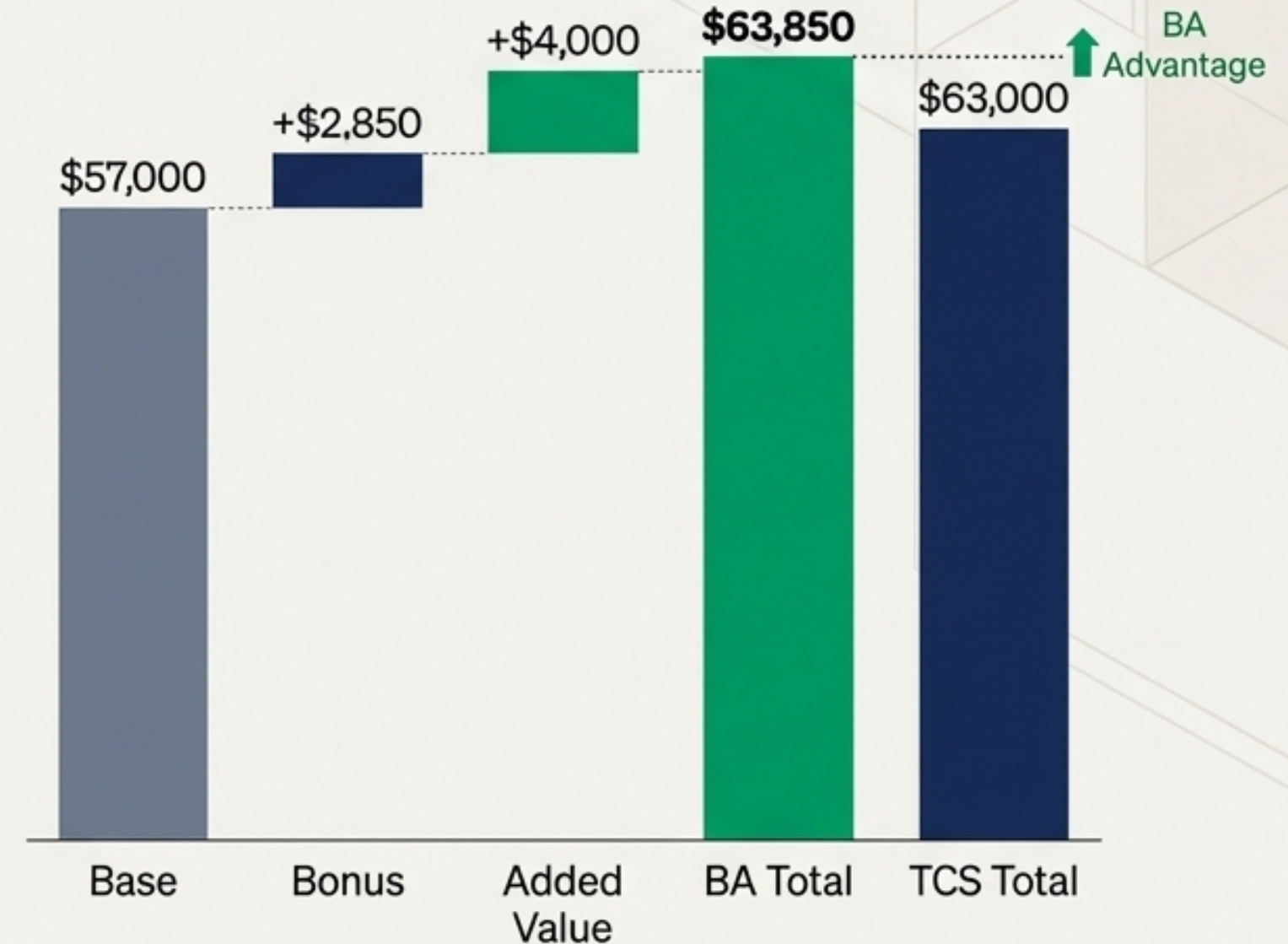
# True Total Compensation: The Value Stack in Action

Factoring in direct financial and monetized lifestyle benefits, Brevard Academy meets or exceeds Transylvania County Schools' total compensation.

## 10-Year Teacher



## 20-Year Teacher





# The Ultimate Differentiator: The \$18,000 Charter Gap

Unlike many regional charters that rely on low-match 401ks and weaker health coverage, Brevard Academy provides full state retirement and health benefits.

## Brevard Academy

TSERS Pension  
(~25% employer  
contribution)

NC State Health  
Plan Participation

**\$12,000–  
\$18,000**  
in invisible  
long-term  
annual value

## Typical Regional Charter

0-5% 401k Match

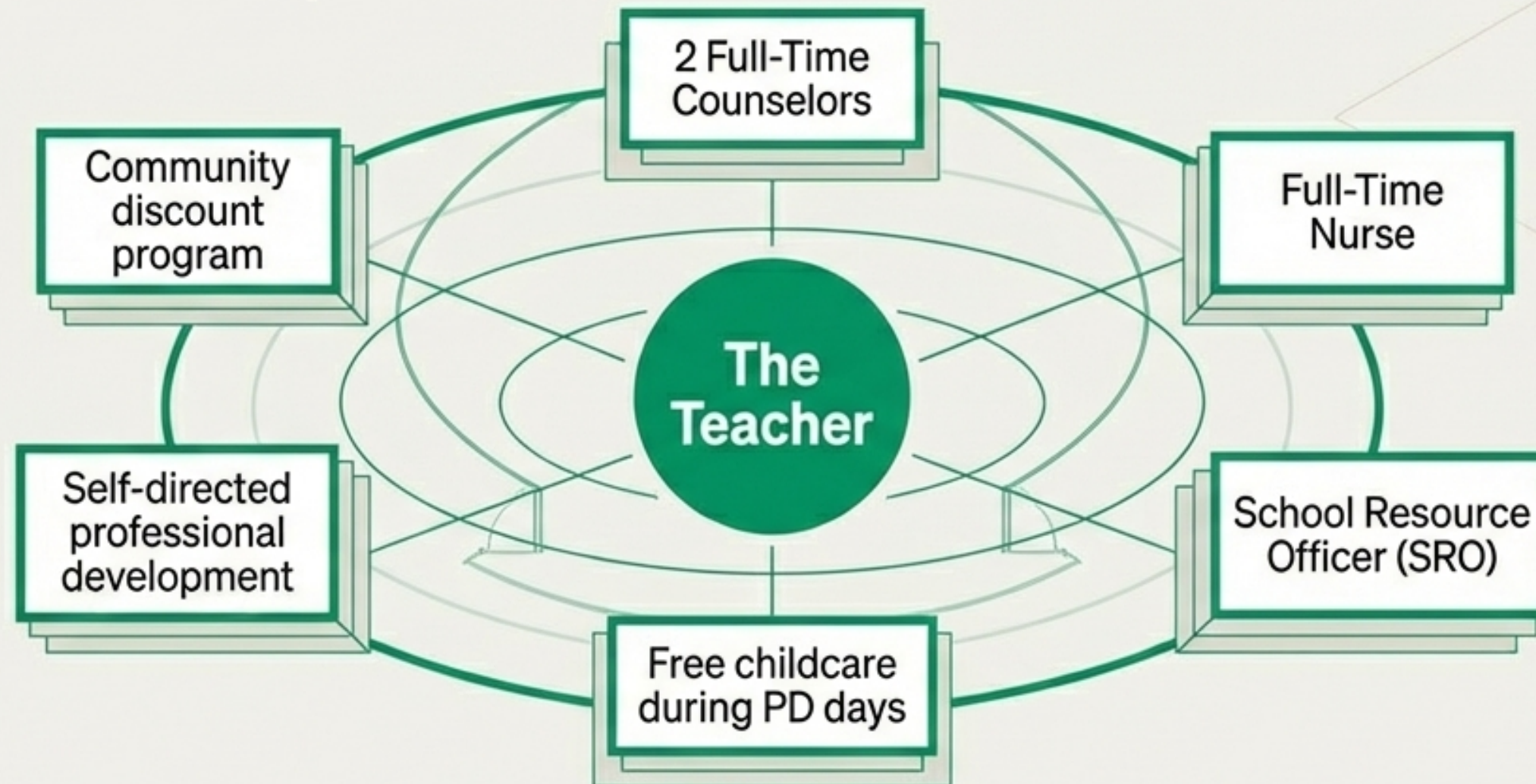
0– 401k Match

Variable/Costly  
Health Plans



# Redefining Professional Quality of Life: The Support Ecosystem

Brevard Academy wraps the teacher in an infrastructure of support that reduces workload, stress, and behavioral disruptions.



We do not compete on salary alone. We compete on **total professional quality of life**, which is harder to replicate and highly attractive to top-tier educators.



# Market Positioning: Brevard Academy vs. Traditional Districts

While we trail top districts slightly in raw salary, we dominate in flexibility, autonomy, and work-life balance.

Green Dot = Strong Advantage | Yellow Dot = Comparable | Red Dot = Below Market

| Dimension             | Brevard Academy                                                                      | Transylvania                                                                          | Henderson                                                                             | Buncombe                                                                              | Asheville City                                                                        |
|-----------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Base Salary           |    |    |    |    |    |
| Total Comp            |    |    |    |    |    |
| Daily Rate            |  |  |  |  |  |
| Work-Life Balance     |  |  |  |  |  |
| Flexibility           |  |  |  |  |  |
| Professional Autonomy |  |  |  |  |  |
| Student Support       |  |  |  |  |  |



# Market Positioning: Brevard Academy vs. Regional Charters

When factoring in state benefits alongside our flexibility, BA is a definitively top-tier charter employer in the region.

| Dimension           | Brevard Academy                                                                       | FernLeaf                                                                              | Evergreen                                                                             | ArtSpace                                                                              | IC Imagine                                                                            | Franklin                                                                              |
|---------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Base Salary         |    |    |    |    |    |    |
| Retirement Benefits |    |    |    |    |    |    |
| Health Benefits     |    |    |    |    |    |    |
| Total Comp          |  |  |  |  |  |  |
| Daily Rate          |  |  |  |  |  |  |
| Work-Life Balance   |  |  |  |  |  |  |
| Flexibility         |  |  |  |  |  |  |
| Autonomy            |  |  |  |  |  |  |
| Student Support     |  |  |  |  |  |  |

Green Dot = Strong Advantage | Yellow Dot = Comparable | Red Dot = Below Market



# The Elite Tier Option: Closing the Final Gap

Creating psychological “stay points” at key milestones eliminates remaining veteran retention risk with minimal budget impact.

Transforms 15+ year retention risk from  
**“Moderate”** to **“Very Low”**.  
Creates **long-term commitment incentives**  
without altering the base schedule.





# The Executive Summary: Board-Ready Messaging

Brevard Academy is strategically advantaged. We offer a highly compelling, differentiated compensation model.

## 1. The Strategic Position

We are not competing solely on salary—we are competing on total professional quality of life.

## 2. Total Value

When factoring in our tiered bonus structure, reduced calendar, flexible workdays, and direct classroom support, our total compensation meets or exceeds local district offerings.

## 3. The Charter Advantage

Unlike many charter schools, our inclusion of full State Retirement and Health Benefits adds **\$12K–\$18K** in long-term annual security.

## 4. Targeted Retention

Our 3/4/5% tiered bonus structure intentionally targets mid-career and veteran teachers, fixing our highest retention risk while remaining fiscally responsible.