

# FACE

FLORIDA AUTISM CENTER OF EXCELLENCE

Florida Autism Center of Excellence, Inc.  
Minutes of the Board of Directors Meeting  
SPECIAL MEETING  
November 18, 2015  
4:30 p.m.

**Board Members Present:** Brenda Connolly, Karina Chisholm, Denia Fraser, Ron Sklaver, Travis Siegfried, Laura Prather, Judy Romera

**Board Members Absent:** Greg Eckley

**Faculty and Staff Present:** Annie Russell (Director), Karen Kelley, Amy Quesenberry

**Others Present:** Paul Malberg

**Call to Order:** Meeting was called to order by Brenda Connolly at 4:40 p.m.

**Proof of Public Notice:** Public notification of this meeting was accomplished through posting notices on the office door of FACE, on the bulletin boards in the school conference room and in the hallway of the school.

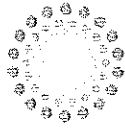
## AGENDA ITEMS

**Due Date Checklist:** Brenda stated that it looks like everything has been submitted up to date. Annie stated that everything is current. The last two deadlines were submitted prior to the deadline.

**Board Minutes:** Brenda stated that we will skip the minutes since we don't have a quorum.

### Operations Report:

**Enrollment** - Annie stated that the first thing on there is the enrollment. Our current enrollment is 92 students. Our October FTE survey, which is survey 2, came in at the 92 students so that is what we are currently being funded on. The enrollment data since the last meeting, we have had 29 people contact the school inquiring. That could be inquiring about enrollment, that could be my child has been recently diagnosed, things like that. Of those 29 people contacted, 5 have toured, 11 have sent IEPs, 1 was accepted and enrolled and 4 were added to the wait list. Brenda asked Annie to expand a little on why the students were added a wait list. Annie stated individuals are on the wait list because we don't have the current classroom placement available. They may be going into a classroom that is at max capacity. Some of the wait listed are enrollments for next year. A lot of people are contacting us now stating that they are moving but not yet and just want to get information. We have actually already started



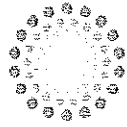
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our 2016-2017 wait list. Of those 4, she was not sure how many are for this year or next year.

## Personnel Update –

- One teacher resigned effective 11-4-15. Her reason stated was that she felt she was not a good fit for the FACE program and wanting to take the rest of the year off from teaching to kind of reflect on herself and address some health concerns. After much interviewing for potential teachers, we promoted a TA, Joshua Wright, to fulfill the teacher vacancy. When we interviewed with us this summer he actually interviewed with the intention of wanting to be a teacher but didn't meet criteria. He didn't have certification. He asked me what he needed to do and went out and took care of it and got the certification done. When he did that I told him it was great but I have to hire a teacher so if I hire someone before you are done, it would be a great backup. We interviewed other teachers who were already credentialed and then looked at what we already had with Mr. Josh. We put him into the classroom on a temporary basis to probe how he would do as a teacher and the behavior change in the classroom was immediate. The classroom management and behavior significantly improved. The instructional control that he was able to put forth was great. We are continuing to work and develop on getting the curriculum piece into play but you have to have compliance before you can instruct. This is our transition 3 – 5 class. We are now currently interviewing for a TA to fill a vacant floating assistant position. Josh was a classroom TA. We promoted one of our floats who had been previously with us as a full time TA, Jocelyn Holmes, back into the classroom. She is back with us full time now. She moved into a full time TA position from a part time position. We are interviewing for a floating assistant position. We are hiring a new TA.
- The 90 day performance reviews and certification monitoring will occur after the Thanksgiving break rather than meeting with the teachers for the first quarter of monitoring Annie will wrap it into the 90 day review. Moving forward it will be quarterly monitoring for the teachers so we can report on that for our December meeting.
- All returning staff, that is everybody that was previously hired and not a new hire this year will receive their mid-year performance review prior to the winter break so we can share those results at the January or February meeting, whichever comes first.
- Brenda asked Annie to provide a quick update on out-of-field teachers. Annie stated that once we do the performance reviews and update on the certification then she can the Board a grid of where they are at towards meeting those.
- Community updates –
  - Our FACE Fall Festival was last Friday, November 13<sup>th</sup>. We had a great turnout of staff, family and even non-FACE affiliated community



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members, some friends of staff and some unidentified families. We are not sure if they came from the Church or if they just found us through the web page because we did a lot of social media advertising. Brenda asked how the volunteers were. Annie stated that the volunteers were okay. We had more volunteers in the past. Amy Quesenberry stated that the two schools made it to the playoffs. Annie stated that the high schools that we were seeking did really well this year so next year that will be something that we look at additional ways to obtain volunteers. We managed to pull together as a team and get it done and not rely on parental volunteers. When we do things like the fall festival we really try to have it either run by staff or outside people so the parents can enjoy the festival with their children. The main purpose is community building. It is a nice, small fundraiser. We did take in about \$1,000.00. Most of that was raised by individual classrooms for supply purchases.

Classrooms were able to put together a game or multiple games and all of the tickets raised for playing that game, they turn them in for cash to buy supplies. Brenda asked what kind of participation was there from staff. Annie stated that all the teachers except one that was out of town participated. TA participation could be better but several TA's have other part-time jobs. Next year we are considering making it a Saturday event so that it is not after a long workday and we can get more families to attend. We may make it an early out the entire week so that the TAs can get paid to attend the fall festival on Saturday and get more staff participation.

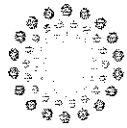
- o FACE participated in the Spice it up for Autism Chili Cook-off this past weekend as a vendor. This event was located in Clearwater in support of Camp Coast, a summer camp for children with Autism. It is another good networking and marketing event for us. It really illustrated the need to be getting out in the community more. We had three or four people come up and saying that they thought we had closed. We have heard that off and on for through the years, because of the Pasco school, because of splitting from the management company and the move this summer. Some people are under the perception that we are closing as well. The importance of making it known that we are still here. My goal is to attend at least one event a month. Maybe we can get some help from the marketing community to help identify these events. A lot of times we don't find out about them until the day before or the day of so it is hard to participate. The Autism Chili Cook-off, they contacted me. She sent me an email asking if we would be interested in being a vendor. There was no cost. There were several hundred people. It was at the YMCA. A lot of people asked when we would be opening a Pinellas county location. Down the road it might be something to consider.
- o Last week Annie attended the Florida Charter School Conference in Orlando. This is a great networking event with beneficial breakup functions on many areas of charter school management, governance, and fundraising. For the fundraising committee there was a wonderful session that I participated on fundraising that was presented by another charter



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school in Marco Island. They have a much wealthier demographic to pull from but a lot of the same principles hold true. We could still implement that. I have emailed the instructor to see if she would email her PowerPoint. There are some really great ideas that I think we can utilize for our fundraising campaign. This was my first time attending this conference. It was very beneficial. Next year I would love to take some additional staff with us so we can start building that culture with the rest of the administration. There were a lot of Board Members at the conference. Brenda asked Annie to get an agenda for next year so they can pick and choose what we think would be best. Annie stated that she will. Annie won a 3-D printer at the event that does the 3-D plastic printing. They are all the rage in technology with the stem program in school. You program a design into it and it builds it in plastic but in a 3-D shape. They are actually being used on the Space Station now so they can make their own replacement parts. We have started looking at how we can use it for marketing, possibly a puzzle piece key chain to hand out. These printers cost \$2,000 - \$5,000 which more than paid for the admission and hotel cost.

- School District Psychologist and Social Workers Meeting – Annie was asked by our school psychologist to speak at their meeting this afternoon. She realized that not many of her colleagues knew about FACE and our resources. It was a 30 minute presentation on our program, things that we offer and differentiate us from the traditional school and why we feel like we are one of the best models for our population. We had wonderful feedback. One said that this was an ideal model for one of our students with autism and asked why we aren't more known. Annie stated that in previous years we were in a facility that we could not grow in so we did not market because we did not want to turn families away. Now we are in a location where we can grow so we are ramping up our marketing and advertising. Four psychologists approached me as I was walking out the door and stated that they will be calling me so I passed them our brochure and my business card and hopefully this will help drive some enrollment.
- Brenda requested that Annie add a section on the operations report for donations received. We have it on the financials too but this will add validation. Annie stated that we received several donations. At the first meeting we talked about classroom sponsorship this year so teachers go out and find their own sponsors to support their classroom and help alleviate the financial burden for the school but also creates that buy-in for the teacher. We have teachers that secured no donations and a teacher that secured \$2,000 in donations. It all depends on how much you are willing put forth into it. We have received a \$5,000 anonymous donation through Bank of America. We have also received a \$2,500 grant through DELL, thank you Travis, that has been very helpful. Brenda stated that we just have to keep getting it out there.
- Brenda asked if there were any questions for Annie regarding the Operations Report. Travis asked Annie if it would help at all for



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operations if we utilize the cloud engine that we have for placing documents and things or not. Annie asked if this was for sharing documents or just for editing them. Travis stated both, using it sort of as a dash board where you can have a living live document there so it could be accessed, updated all the time and for sharing as well. You can say the latest is there for the Board meeting. Annie stated that it is definitely something she would be interested in exploring and it is a feature that we are not fully utilizing anyway. She said she would like to discuss with Travis more on how we can utilize it across the board with the school. She knows a couple of our teachers use this but if we can utilize it more in our operations it will help with the dissemination of information.

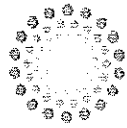
- Cash Flow Statement – Brenda stated that the cash flow statement will be updated monthly. We will send it out an operations report and a cash flow statement to the Board every month not just on meeting days so that we can keep everyone abreast of the financial situation of this school. We broke this out through November, December and January. If you look at our cash inflows, this will give you an idea of how the student enrollment drives our revenue. The cash inflows you will see FEFP payment 1 and FEFP payment 2. We receive a check from District based on the enrollment. If you look at November the first payment was \$73,000 and that was based on a projected enrollment of basically 100 students. When the October FTE came in at 92 students they readjusted our payment and now our bi-monthly payment will be \$61,000. Brenda stated that she thought it would be a much bigger hit. It is still not great news but last year it was much more significant. Brenda stated that the Cash Flow Statement outlines all our costs; expense payments for the month and since we are out of school for one week in November some of our expenses are less. Our therapy expenses which is a big number as well as our payroll is a big number, are reduced. That is the same for December because we are out of school for two weeks. You will see at the ending cash balance there is very little change so we are kind of breaking even. Where you will see it will get tight is in January because we will have a full payroll as well as children's therapy. This doesn't include donations and it doesn't include capital outlay, assuming worst case scenario, we will have a negative cash flow of \$25,000. So, come February we will have a new FTE count so then in March they will revise our revenue numbers. We have managed our cash relatively well up to this point. We do have a balance in cash but it is something that we are going to have to monitor closely, monthly. Brenda is working with Annie and the accountant to make sure we can generate useful reports to help manage what bills to pay and help manage the whole process. Brenda asked if there were questions. Annie and the Marketing Team are doing a really big push to get students in. Ron asked if we have the cash cushion to get passed it though. Brenda stated that right now we do. If nothing changed we would be fine through the end of the year. We would just have to do a lot of managing and monitoring and timing of the cash flow. Right now we are sitting on large cash balance because we were taking in excess cash over the last few months. Last year with Quest we did not have that big cash balance. Brenda stated that if we typically run a \$24,000 shortfall of cash, you project that out for six months that is \$150,000 which is what is sitting



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in our bank right now. Our bank is \$144,000. It is definitely going to be tight but with some of our aggressive fundraising goals and marketing it should be fine. The big concern is not necessarily meeting our bills as much as it is when we go to renew our charter agreement because we have a large deficit that we are carrying and if we just break even that means we did not make up for the deficit. That was what I was hoping we would achieve this year. That is really why it was critical to have. We are developing good relationships with the District and the State that hopefully they would take that into consideration. Ron stated that he was taken by the changes in payroll and children's choice each month. Those are material changes each month. Brenda stated that those are the two she highlighted because the cost would be cut significantly due to the time out for holidays. The same with payroll, we made the change to not pay TA's for the Christmas holiday break changes the payroll. That is why we almost break even in January and December.

- Committee Meetings – Brenda stated that Karina and Denia have been working on a wonderful pamphlet and I have to say I have seen the time they have put into this and it is quite impressive. I think we are almost at a point where it is ready to go to the printer but I wanted to really thank you for all your time and investment. Karina stated that she hopes everyone liked it and we can sign off on it and start sending it out. Her next step, going back to the presentation that she did, the places that she identified in Tampa where there are therapists, doctors, neurologists, summer camps, that all cater to the same population as us and put together a mailing list and cover letter to insert to take a look at our brochure. Just a cover letter to introduce us as opposed to opening up an envelope with a flier. Brenda stated that she thinks it would be helpful to send the flier to our parents or a letter to them stating that we have capacity to increase and if you go to any kind of therapy would you consider taking some of our fliers. Karina stated that she is open to anybody, she has her own idea of who she would want to put together as a mailing list but if anybody comes across people or organizations or anything that they think would benefit or would be a good contact. Brenda stated that she wants to be sure that there is no duplication of effort and everyone should coordinate with Karina. Annie stated that the brochure was wonderful and she printed some to take with her to the psychologist meeting and the event on Saturday. It was wonderful to take something to hand out. Brenda stated that this is the first time the school has had a pamphlet. Up to this point we have never had a FACE only, we have only had a page another pamphlet. This is a big achievement so thank you. It looks awesome.
- Fundraising – Laura thanked the team for the fabulous job on the brochure and she is excited for FACE. As far as fundraising, they were waiting for the marketing piece so that she could launch some fundraising. Without something to give to corporations it was pretty much impossible. Ron was very nice and gathered a very large group of corporations so our next move will be to go through the list and divide them in a logical fashion and figure out how we approach them. There may be some that we can quickly eliminate for one reason or another. Either schools are not on their contribution list or giving platform. Many corporations have a fundraising plan and they just don't give out



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money for no uncertain reason. One of the easiest ways of raising money is through parents companies because many of those corporations may have a matching or are inclined to give to what is important for the employees. It is low hanging fruit. Brenda stated that it is probably one of her tasks to do and over the next few weeks because she has the data to pull the family companies. Now that we have the pamphlets she will make that a priority to put that together. We will ask the parents first so we will need a letter. Laura stated that those truly are the easy ones. Another easy one is after the holidays. This time of the year is difficult because they are too busy with personal lives that generally these types of appeals at this time of year get circular filed. After the holidays, an easy one for individuals are tax refunds, we may think about targeting folks with refunds to give back but that is on an individual basis not a corporate one. The next thing is to go through the list and come up with a manageable list of corporations that we are going to look into. I shouldn't say target because first we will have to investigate the corporation to figure out if they already have on the website which entities they already support. That is the next stage to be investigated. Brenda asked Anne or the staff to start thinking of individuals that may be good at facilitating and being a liaison for us with some of this stuff. Even if they do some of the leg work for us. We can provide the list of questions they need to answer. Laura stated that the parents are often the key helpers along this way because obviously they have a vested interest because their children are at this school. If they are working and their time is limited, some of this research is fairly simple and can be done when they have a few minutes. It doesn't have to be done during the 9 to 5 or when they have other obligations whether it be the children, etc. It's easy to ask a volunteer to just find a few minutes and maybe look up some of these companies. We are going to need help from these parents. As the Board, we can't do it ourselves. Brenda stated that it sounds good and that she is excited. She states that we are really just laying the foundation and some of this may be reaped in 2017. This is a process and is building momentum. She was proud to see Annie hung up the thermometer for fundraising.

- Denia has been working on the questionnaires for staff and FACE families. We are already getting results. She thinks by the end of December hopefully everybody will have access and in January we will start evaluating those results but we are on track in terms of the schedule. Brenda stated that she is curious as to the participation and response rate. It is actually a good benchmark for next year to see the participation.
- Travis thanked everyone for the pamphlet. He has been using to communicate out to a representative as well as some of the research that he has been doing on linked in for people in the area of interest. Just having the conversation and having a link to our website is helpful but also having the pamphlet and explaining exactly what FACE does is helpful. Brenda stated that Travis did send an email on the legislation impacting Charters. She is trying to determine who the best contact is and that person will be a good resource for us as well. Also, Annie had mentioned about a membership. Annie stated that we already belong to the Hillsborough County Consortium of Charter Schools. This is our local network. It is a coalition of Charter schools that ban together, not all the Charters do it, and about half of us do. It gives us a collective voice to come to the District




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with instead of individual schools airing our grievances. I initially looked into last year, the State Consortium for Charter Schools and due to the enrollment fee and our finances last year, I didn't think that it was necessarily a wise decision at that time and also due to our unknown location. There were too many uncertainties last year. After attending the Charter School Conference last week, they do a lot of it. The conference is put on by DOE and the Consortium of Public Charter Schools of Florida. After attending the conference, seeing how active they are, what a voice they have and how much they can do for their members. We would get benefits that make easier our evaluation system. It gives us more bargaining power with elected officials, more lobbying and more connections with the legislation that I've talked with Brenda and I think it would be a wise investment for us to join the consortium. It is a \$500 annual membership fee. I feel it would just help strengthen the goals we have set forth as far as fundraising community and connections with local officials as well as help us keep a better pulse on Charter school legislative updates and also strengthen our application renewal for next year, having such a large group behind us.

#### Adjournment


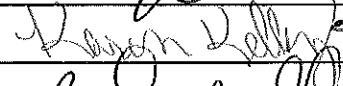
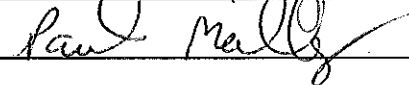
**MOTION:** Member Ron Sklaver moved and Member Denia Fraser seconded to adjourn the meeting. The motion carried unanimously. Meeting adjourned at 5:08 p.m.

The next Board meeting is scheduled for Thursday, December 10, 2015 at 5:00 pm.

  
Brenda Connolly-Board Chair



SIGN-IN SHEET  
FOR BOARD MEETING  
November 18, 2015 at 4:30 p.m.

	Print Name	Signature
1	Amy Quesenberry	
2	Rawn Kelley	
3	Paul Malberg	
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**The Florida Autism Center of Excellence (FACE) educates students with autism, to achieve their highest potential.**

Florida Autism Center of Excellence, Inc.  
Board of Directors Meeting  
November 18, 2015  
4:30 PM

### Agenda

Directors are reminded to recuse themselves from voting on any item that may present a conflict of interest.

Call to Order

Review of Public Notice

Due Dates Checklist

Minutes: October 15, 2015 Meeting\*

Operations Report

Review of cash Flow

Committee Updates

Adjourn

\*Board Discussion & Action Items

**DUE DATES FOR CHARTER SCHOOLS 2015-2016**

DATE DUE	REPORT NAME	CONTACT	Date Submitted
<b>JULY</b>			
July 31	Monthly Financials (for previous month)	BARBARA RAMIREZ	Kim Peeler
July 31	Quarterly Financials (for High Performing schools)	BARBARA RAMIREZ	n/a
<b>AUGUST</b>			
August 14	2015-2016 Governing board list with training verification and parent liaison	MELISSA EDWARDS	Tabitha Chapman
August 14	2015-2016 Board meeting schedule	MELISSA EDWARDS	Tabitha Chapman
August 14	Fingerprint verification for any new board members	MELISSA EDWARDS	Tabitha Chapman
August 21	Parent contract (if applicable)	MELISSA EDWARDS	n/a
August 21	Management Agreement (if applicable for new schools and updates)	MELISSA EDWARDS	n/a
August 21	Crisis Emergency Management Plan (CEMP) (submitted online)	JOHN NEWMAN	Annie Russell 9/1
August 21	Administrator in Charge (on template)	MELISSA EDWARDS	Annie Russell 8/21
August 21	Job Duties list (on template)	MELISSA EDWARDS	Annie Russell 8/21
August 21	Employee & Parent/Student Handbooks, Floor Plan (with room number and Emergency routes listed)	MELISSA EDWARDS	Annie Russell 8/21
August 25	First Day Enrollment (submitted online)	MELISSA EDWARDS	Karen Kelley 8/25
August 31	Fifth Day Enrollment count (submitted online)	MELISSA EDWARDS	Karen Kelley 8/31
August 31	Monthly Financials (for previous month)	BARBARA RAMIREZ	Bob Walker 8/31
<b>SEPTEMBER</b>			
September 2	Employee information up-to-date and verified as accurate in Lawson	MELISSA EDWARDS	Karen Kelley 9/2
September	Teacher Lead List (on template)	BARBARA RAMIREZ	Tabitha Chapman 9/2
September 22	20 <sup>th</sup> Day Enrollment (submitted online)	MELISSA EDWARDS	Karen Kelley 9/22
September 30	Audited Financials for 2014-2015 (1 electronic copy to Auditor General and Charter Office)	BARBARA RAMIREZ	Annie Russell 9/29
September 30	Monthly Financials (for previous month)	BARBARA RAMIREZ	Bob Walker 9/30
September	Bullying Information Sheet sent to Susan Salmeron (on template)	SUSAN SALMERON	Annie Russell 9/28
<b>OCTOBER</b>			
October 1	Annual Goals or DOE SIP	AMY FORDYCE	Annie Russell 9/29
October 12	Extended Learning Program (on template)	MELISSA EDWARDS	Annie Russell 10/12
October 30	Monthly Financials (for previous month)	BARBARA RAMIREZ	Bob Walker 11/2
October 30	Quarterly Financials (for High Performing schools)	BARBARA RAMIREZ	n/a
<b>NOVEMBER</b>			
November	Annual Report (submitted online)	TRIANA MASCARO	Annie Russell 11/1
November 19	FTE Projections for 2016-2017(on template)	MELISSA EDWARDS	Annie Russell 11/1
November 30	Monthly Financials (for previous month)	BARBARA RAMIREZ	
<b>DECEMBER</b>			
December 1	Letter of Intent to renew contract	CHRISTINE NAPPI	
December 31	Monthly Financials (for previous month)	BARBARA RAMIREZ	
<b>JANUARY</b>			
January 22	Opt In/ Opt Out to District Comprehensive Reading Plan 2016-2017 (on template)	AMY FORDYCE	
January 29	Monthly Financials (for previous month)	BARBARA RAMIREZ	
January 29	Quarterly Financials (for High Performing schools)	BARBARA RAMIREZ	
<b>FEBRUARY</b>			
February 29	Monthly Financials (for previous month)	BARBARA RAMIREZ	
<b>MARCH</b>			
March 31	Monthly Financials (for previous month)	BARBARA RAMIREZ	
<b>APRIL</b>			
April 4	2016-2017 School Calendar (including Summer School Calendar, if applicable) to Charter Office	MELISSA EDWARDS	
April 29	Monthly Financials (for previous month)	BARBARA RAMIREZ	
April 29	Quarterly Financials (for High Performing schools)	BARBARA RAMIREZ	
<b>MAY</b>			
May	Capital Outlay forms to DOE (submitted online)	BARBARA RAMIREZ	
May 2	Facilities Five-Year Worksheet (on template)	MELISSA EDWARDS	

**DUE DATES FOR CHARTER SCHOOLS 2015-2016**

DATE DUE	REPORT NAME	CONTACT	Date Submitted
July 2	Fire/Safety Inspection Report	MELISSA EDWARDS	
July 31	Monthly Financials (for previous month)	BARBARA RAMIREZ	
July 31	Audit Engagement Letter (signed by a Board Member)	BARBARA RAMIREZ	
July 31	Charter School Summer Hours (on template)	MELISSA EDWARDS	
<b>NE</b>			
Week of June 6	3 <sup>rd</sup> grade portfolio review and summer folder collection	AMY FORDYCE	
June 30	Monthly Financials (for previous month)	BARBARA RAMIREZ	
June 30	Property Control List (Inventory)	MELISSA EDWARDS	
June 30	Attendance updated in Lawson for all employees	MELISSA EDWARDS	

## Operations Reports

11/18/2015

### I. Enrollment

- a. Current enrollment is 92 students.
- b. Our October FTE survey (survey 2) came in at 92 students as well.
- c. Enrollment data since the last meeting
  - i. 29 people have contacted the school inquiring about enrollment
  - ii. 5 have toured
  - iii. 11 have sent IEPs
  - iv. 1 was accepted and enrolled
  - v. 4 were added to the waitlist

### II. Personnel Update

- a. One teacher resigned effective 11/4. She stated the reason of feeling like she was not a good fit for the FACE program and wanted to take the rest of the year off from teaching.
- b. After much interviewing we have promoted a TA, Josh Wright, to fulfill the teacher vacancy.
- c. We are currently interviewing for a TA to fill a vacant floating assistant position.
- d. 90 day performance reviews and certification monitoring will occur after the Thanksgiving break.
- e. All returning staff who are not receiving a 90 day review will receive a mid-year review prior to the Winter break.

### III. Community Updates

- a. FACE fall festival was 11/15. We had a great turnout of staff, families, and even non-FACE affiliated community members. The festival took in approx. \$1000, most of which was raised by individual classrooms for supply purchases.
- b. FACE participated in the Spice it Up for Autism Chili cook-off as a vendor on 11/14. This event was located in Clearwater in support of Camp Coast, a summer camp for children with autism.
- c. Annie attended the Florida Charter School Conference in Orlando last week. This was a great networking event with beneficial breakout sessions on many areas of charter school management, governance, fundraising, etc.