



Technical Assistance Session New Charter School Applicants

October 31, 2019

DDOE Mission

To empower every learner with the highest quality education through shared leadership, innovative practices and exemplary services.



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Welcome and Introductions

Provide a brief statement on why you want to start a charter school?



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Agenda

- I. Welcome and Introductions
- II. Technical Assistance Session Goals
- III. Charter School Office – Vision, Mission, and Goals
- IV. Delaware Charter School Landscape
- V. Beginning with the End in Mind
- VI. Legislative Intent
- VII. Statutory Criteria
- VIII. Roadmap for Application Development
- IX. Timeline
- X. Impact
- XI. Application Sections
- XII. Questions
- XIII. Resources



Goals

Participants will understand:

1. Delaware's Charter School Landscape
2. The key components of the Delaware's New Charter School Application
3. The Charter Application Review Process



Charter School Office

Vision, Mission and Goals



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Vision, Mission, and Goals

Our Vision

We aim to be a nationally-recognized charter school authorizer by creating a diverse portfolio of high-achieving schools that strike a balance between academic rigor and joy and that offers genuine educational alternatives for all students and their families.

Our Mission

To provide high-quality public school options for all Delaware students and their families through:

- *Clear and transparent requirements and systems;*
- *Rigorous application processes;*
- *Renewing of only schools that meet or exceed high performance standards;*
- *Protecting student and public interests; and*
- *Upholding charter school autonomy.*



Delaware's Charter School Landscape

Year Charter Law Was Enacted	1996
DOE Authorized Charters	20
District Authorized Charters	2
New Charters (Fall 2020)	1
Closed Charters (since 2015)	7
Current Enrollment	15,898
% of All Students	11%



Beginning with the End in Mind



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Charter Renewal

Essential Questions

1. Is the academic program a success?
2. Is the school financially viable?
3. Is the school organizationally sound?



Legislative Intent

Delaware's Charter Law (14 Del. Code, Chapter 5)

Delaware's Charter Schools were created to **improve student learning**; encourage use of different and **innovative or proven school environments and teaching and learning methods**; provide parents and students with improved measures of school performance and greater opportunities in choosing public schools within and outside their school districts; and to provide for a well-educated community.



Statutory Approval Criteria

14 Del. Code § 512

- 1) Qualifications of Applicant Group
- 2) Incorporation
- 3) Mission, Goals and Objectives
- 4) Goals for Student Performance
- 5) Plan for Evaluating Student Performance
- 6) Educational Program
- 7) Special Education Services
- 8) Financial Viability
- 9) Financial and Administrative Operations



Statutory Approval Criteria

14 Del. Code § 512

- 10) Insurance
- 11) School Discipline
- 12) Student Health and Safety
- 13) Student Data
- 14) Charter Management Company (if applicable)
- 15) Board Effectiveness
- 16) Closure Plan



Roadmap for Charter School Development

Planning Phase: 2 years

1. Exploration Process

- State laws, policy environment
- Assessing the need
- Visit charter schools
- Conduct research
- Community Engagement
- Target community

2. Initial Design Process (3-6 months)

- Engage with community
- Form Core Design Team
- Articulate Initial Vision
- Nonprofit and tax-exempt status
- Initial Plan: Major design areas
- Prospectus for community
- Identify possible facilities
- Identify start-up funding sources

3. Major Design Areas (6-12 months)

- Educational Plan
- Organizational Plan
- Business Plan
- Build Community and School Board support for charter proposal



Roadmap for High Quality Charter School Development

4. Applying for a Charter

- Draft the application
- Review, Review. Review

5. DOE Review Process (4 months)

- Charter School Accountability Committee Meetings
- Public Hearings

6. Pre-Operations/Start-up (18 Months)

- Student Recruitment
- Recruit & hire staff
- Transition Founding Board to Governing Board
- Board Governance Training
- Facility



Timeline

Date	Event
October 31, 2019, 1:00 p.m. November 21, 2019, 1:00 p.m.	During the technical assistance meetings for applicants, DDOE personnel will explain the application process, format and timelines, and address applicant questions about the process.
January 2, 2020 12:00 pm EST (recommended submission time)	The deadline for applications to be received by the DDOE Charter School Office (CSO).
January 3 - 16, 2020	The DDOE conducts an Initial Review of all applications for completeness and viability. Applicants who do not warrant full review will be notified by January 17, 2020.
January 27, 2020	The CSO provides an opportunity for an interview to those applicants with submissions deemed to be sufficient for a full review.
February 10, 2020	Public Hearings are held for each application undergoing full review.
January 30, 2020	The CSO issues the accountability committee initial reports.
February 2, 2020	The deadline for the DDOE to inform superintendents of all reorganized and vocational-technical school districts of receipt of new charter school applications.



Timeline

February 14, 2020	The deadline for applicants to submit their responses to the accountability committee's initial reports.
March 2, 2020	Accountability committee final meetings.
March 5, 2020	The accountability committee's final reports and recommendations are released for each application.
March 16, 2020	Final public hearings are held for each application.
April 10, 2020	The public record closes.
April 16, 2020	The Secretary of Education makes a decision on each application. If an application is approved, it is submitted to the State Board of Education for assent.



Understanding the Charter School Application



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Consideration of Impact

- Potential positive and negative effect that a new charter school if it should be approved, is projected to have on the schools and the community from which the charter school's new students will likely be drawn.
- The authorizer shall consider all information furnished to it during the application process and may exercise its reasonable discretion in determining whether the proposed new school is contrary to the best interests of the community to be served, including both those students likely to attend the charter school and those students likely to attend traditional public schools in the community.
- Impact shall be considered in conjunction with the factors in § 512 but shall not alone provide the basis for disapproval of an application for a new charter application
- Information regarding Impact may, by itself or in combination with other factors, form the basis for conditions being placed on the approval of a new charter school or modification.
- Impact shall include educational, financial, and community information.



Consideration of Impact

Wilmington Applicants

Prior to approval, the Mayor and the City Council of the City of Wilmington may review and provide comment regarding the likely impact of the proposed charter school on students in the City of Wilmington.



Section 1.2: Founding Group and School Leadership

Founding Group Membership [14 Del. C. § 512(1)]

Identify the key members

- Explain what role each individual will play, and note which Founding Group members are certified educators, parents, and members of the community as required by 14 Del. C. § 512(1).
- Explain the Founding Group's collective experience and/or involvement in:
 - K -12 public education system;
 - design and operation of a charter school
 - School leadership, administration, and governance;
- Curriculum, instruction, Delaware Content Standards
- Business management, Delaware financial and accounting systems
- Personnel management;
- At-risk populations and children with disabilities, English language learners; migrant/homeless students; and other at-risk populations that the school intends to serve;
- School operations, transportation, facilities management, and school lunch/breakfast programs, and health and safety; and
- Parent and community engagement.



Section 1.3: Educational Plan

Curriculum and Instructional Design [14 *Del. C.* § 512(6)]

Provide a synopsis of the proposed educational program, including key components of the education model and any unique or innovative features.

Provide a synopsis of how the proposed instructional design reflects the needs of the school's target population, and how *all* students will meet or exceed the expectations of the Delaware Content Standards

1. The description of the instructional design
2. Present evidence that the proposed educational program is research-based
3. Provide an overview of the planned curriculum
4. Describe how the school will ensure that all students have equitable access to the curriculum.
5. Describe differentiated instruction to meet the needs of all students, including those who are gifted and talented.
6. Provide a synopsis of plans for additional academic support for at-risk students (RTI)
7. Explain how the graduation requirements will ensure student readiness for college or other post-secondary opportunities (trade school, military service, or entering the workforce).



Section 1.3: Educational Plan

- **School Calendar and Schedule** [14 *Del. C.* § 512(6)]
- **Supplemental Programming** [14 *Del. C.* § 512(6)]
- **Special Populations and At-Risk Students** [14 *Del. C.* § 512(4)-(7)]
 - Students with Disabilities: Gifted, English Learners, and Special Education
 - Identification
 - Programming
 - Monitoring and Accountability
 - Staffing and Professional Development

Think Whole School Education Plan – (Unit Count, Students Serviced, Scheduling for unknown enrollment)

- **Attachment 6 – School Calendar**



Section 1.3: Educational Plan

Student Recruitment and Enrollment [14 Del. C. § 512(6) and (8)]

Describe your plan to recruit students (Note! Be sure to reference <https://www.schoolchoicede.org/>.)

- *Attachment 7 – Parent Support Survey*
- Provide, as *Attachment 8*, the school's Enrollment Policy and Withdrawal Policy, which must include the following:
 - Any admission requirements,
 - Any admission preferences in accordance with 14 Del. C. § 506(b)
 - Establish a timeline for its application and admissions processes
 - Policies and procedures for student waiting lists, withdrawals, re-enrollment, and transfers.
 - A timeline and plan for student recruitment and enrollment;
 - First year charter school for at least one complete school year pursuant to 14 Del. C. § 506(c)(3).



Section 1.3: Educational Plan

School Culture [14 Del. C. § 512(6)-(7) and 14 Del. C. §4112D]

Student Discipline [14 Del. C. §512(6)-(7) and (11), 14 Del. C. § 4112F]

- Key elements of the school discipline policy, (plans regarding limitations on seclusion and restraint, training and reporting requirements in accordance with 14 Del. C. § 4112F and related regulations at 14 DE Admin. Code § 610.)
- How will you ensure that minority students and students with disabilities are not disproportionately represented in disciplinary procedures such as suspensions and expulsions? How will you measure or track this data?
- Who will be responsible for implementing the school's discipline policy? What position will be responsible for electronically reporting discipline incidents in accordance with state requirements?
- (Note! If approved, you will be required to submit a student Code of Conduct prior to opening in accordance with 14 DE Admin. Code § 600.)



1.4: Performance Management

14 Del. C. §§ 512(4)-(7)

- The DDOE will evaluate every charter school's performance annually and for renewal purposes according to a set of academic, financial, and organizational performance standards, known as the Charter Performance Framework, which will be incorporated into the Performance Agreement. (Note! The Performance Agreement is enforceable as part of the school's Charter Contract.)
- The academic performance standards will be in accordance with 14 *Del. C.* § 512(4) and will consider status, growth, and comparative performance based on federal, state, and school-specific measures.
- The financial performance standards will be based on standard accounting and industry standards for sound financial operation.
- The organizational performance standards will be based primarily on compliance with legal obligations, including the fulfillment of the Board's fiduciary obligations related to sound governance.



1.4: Performance Management

- No attachments required

1. Whole School
2. Grade Level
3. Demographic Groups
4. Use data to make changes



Section 1.5: Staffing

Staff Structure [14 *Del. C.* § 512(6)]

The organizational charts and accompanying notes or roster should identify the following:

- Year 1 positions with position descriptions, including those for administrative, instructional, and non-instructional personnel;
- The number of classroom educators, Paraprofessionals, any specialty educators, and contracted professional services, such as Speech Therapists, Physical Therapists, etc.;
- Operational and support staff;
- The reporting structure for the proposed school; and
- The educator-student ratio, as well as the ratio of adults to students for the school.

Attachment 9: Organizational Chart



Section 1.5: Staffing

Staffing Plans, Management, and Evaluation [14 Del. C. § 512(6)]

- Explain the relationship - whether the employees will be at-will and whether the school will use employment contracts.
- Outline the proposed school's salary ranges and employment benefits
- plan and timeline for recruiting and selecting the teaching staff and other educators/professional staff.
- Outline the school's procedures for hiring and dismissing school personnel.
- Describe how the School Leadership Team will use the Delaware Performance Appraisal System (DPAS) as required by Delaware Code
- Explain how and when the Board will evaluate the Principal/School Leader.
- What mechanisms or options will the Board leverage to address unsatisfactory leadership performance, should it occur, as well as turnover? What cut points within established metrics might trigger different courses of action in regards to the oversight of the Principal/School Leader?



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Section 1.6: Governance and Management

(**Note!** –CMO's need to include additional information)

Legal Status and Governing Documents [14 Del. C. § 512(2)]

- Identify the name of the organizing corporation, date of incorporation, and names of the corporation's officers and the office held by each.
- Attach a copy of the Articles of Incorporation, a copy of the Board bylaws, and Board policies of the corporation as **Attachment 10**.
- Provide, as **Attachment 11**, the completed and signed Compliance Certification Statement.



Section 1.6: Governance and Management

Governing Board [14 *Del. C.* §§ 512(1)-(2), (6) and (9)]

Governance Philosophy. Explain the general philosophy of governance and extent of involvement by key stakeholder groups.

Structure and Composition. Describe the size, current and desired composition, powers, and duties of the Board. Identify key skills, areas of expertise, and constituencies that will be represented on the Board.

Roles. Describe the primary roles of the Board and how it will interact with the Principal/School Leader and any advisory bodies. List all currently-identified Board members and their intended roles, and summarize their interests in and qualifications for serving on the school's Board.

As **Attachment 12.** Provide Signed Application Certification Statement

As **Attachment 13,** provide a completed and signed Charter School Board Member Information Form for each proposed Board member.

As **Attachment 14,** provide a completed and signed Charter School Board Member Disclosures Form for each proposed Board member.

Procedures. Explain the procedure by which Board members have been and will be selected. How will the Board fulfill its responsibilities?



Section 1.6: Governance and Management

School Oversight:

- A. Describe how the Board will approach its oversight role.
- B. Describe the financial policies and procedures
- C. Describe an, at a minimum, annual process for evaluating whether financial allocations have effectively supported the school in carrying out its mission and meeting its goals.
- D. Identify the enrollment threshold that would compel the Board to delay opening the school and explain why.
- E. Describe how the Board and School Leadership Team will utilize the school's mission in everyday practice and decision-making?
- F. Describe the School Leader contract. Identify whether there will be performance targets in that contract and, if so, what they are.



Section 1.6: Governance and Management

Board Improvement: increasing the capacity...training... how the Board will evaluate itself...

Board Continuity: ...timeline, recruitment, succession plan

Ethics and Conflicts of Interest. Describe the Board's ethical standards and procedures for identifying and addressing conflicts of interest and compliance with the State Code of Conduct.

Advisory Bodies [14 *Del. C.* §§ 512(1)-(2) and (6)] (if any)

Grievance Process [14 *Del. C.* § 512(9)] (Parents, Students, Staff)



Section 1.7: Parent and Community Involvement

Parent Involvement

- Describe the role of any parents/guardians and community members involved in developing the proposed school.
- Describe the outreach that you have conducted to engage prospective parents/guardians in the area you are proposing to serve.
- Describe how you will engage parents/guardians in school, governance roles...build family-school partnerships for learning and encourage parental involvement..... volunteer activities that the school will offer to parents.



Section 1.7: Parent and Community Involvement

Community Involvement

- Describe how community members are represented on your Board and in your Founding Group?
- Identify what community resources will be available to students and parents. Describe any partnerships that the school will have with community organizations, businesses, or other educational institutions. Specify the nature, purposes, terms, and scope of services of any such partnerships.
- Describe any fee-based or in-kind commitments from community organizations or individuals that would enrich student-learning opportunities.
- Provide, as **Attachment 15**, evidence of support from community partners, which may include letters of intent/commitment, memoranda of understanding, and/or contracts, and should specify the resources to be committed or contributed from the partner, as applicable.



Section 1.8: Start Up and Operations

Start-Up Plan. Provide, as **Attachment 16**, a detailed start-up plan for the school, specifying tasks, timelines, and responsible individuals, which is aligned with a sound Start-Up Budget. The plan must include such milestones as:

- Identify and hire key personnel;
- Create and/or finalize curriculum and purchase assessments and materials;
- Board approved discipline, attendance, promotion, and grading policies submitted to DOE;
- Hire instructional staff;



Section 1.8: Start Up and Operations

- **Secure major contracts necessary for the school to open:**
 - Equipment
 - Services (e.g. bus and food services, and related services for special education); **Note! Bus and food contracts due to DOE by August 1, 2021 and annually thereafter.**
 - Leases of real and personal property the purchase of real property, the construction or renovation of improvements to real property, and
 - Insurance
 - Student recruitment and community engagement; and
 - Other planning activities.
 - Lease of Purchase Agreement – **Due December 15, 2020**
 - Certificate of Occupancy – **Due June 15, 2021**



Section 1.8: Start Up and Operations

Challenges of starting a new school and how you expect to address these challenges.

- **Start-Up (Year 0) Budget Sheets (Attachment 17)**
 - **100% and 80% Enrollment**
- **Transportation**
- **Safety and Security.**
 - Safety plan for students, staff, guests, and property.
 - Explain the types of safety and security personnel, technology, equipment, and policies...
 - Explain your process to create and maintain the required emergency preparedness
- **Lunch/Breakfast.** (no and low-cost meals)
- **Student Health Services.**
- **Insurance Coverage (Attachment 18)**
- **Student Records**



Section 1.9: Facilities

...Short-term and long-term facility plans.

- **Attachment 19**, provide floor plans of the school that identifies each room and whether the building will be new construction or an existing building.



Section 1.10: Budget and Finance

- Revenue Estimates (Attachment 20)
- Budget Narrative (Attachment 21)
- Business Plan (Attachment 22)
 - Expected funding sources
 - Operations Overview
 - Depositing Funds
 - Audits
 - School closure, non-renewal, or dissolution



Charter Management Company

Section

Required Attachments

Sections 2.5
Charter Management
Company Supplement

Attachment 23 - Charter Management Company Documentation
Attachment 24 – Business Plan (if applicable)
Attachment 25 – Network-Level budget
Attachment 26 – Network-Level Budget Narrative
Attachment 27 – Portfolio Summary Template
Attachment 28 – Delaware School Reports (if applicable)
Attachment 29 – Delaware School Financials (if applicable)
Attachment 30 – Operator Financials
Attachment 31 – Litigation Documentation



Application Review Process

Charter School Accountability Committee (CSAC)

- Introductions
- School's opening statement (10 minutes)
- CSAC Discussion (Rigorous discussion of application)
- Conclusion and next steps

Public Hearings



Questions



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Application Resources



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Resources

People:

- Highly Effective Charter School Leaders
- Delaware Charter School Network
- Community Partners (Library, Health, Colleges, DHSS, DPH, etc...)
- Charter School Office



Resources

Charter School Office
Delaware Department of Education

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