



Orleans Parish School Board

Spring 2019

Request for Charter School Applications

Experienced Operator Application

For schools opening in School Year 2020-2021

John Brown, Sr., District 1
Ethan Ashley, District 2
Sarah Newell Usdin, District 3
Leslie Ellison, District 4
Benjamin Kleban, District 5
Woody Koppel, District 6
Nolan Marshall Jr., District 7
Dr. Henderson Lewis, Jr. Superintendent



Table of Contents

Introduction.....	3
Current Portfolio.....	3
Applicant Types.....	4
Operator Tracks.....	4
Charter School Oversight.....	5
Accountability.....	6
Autonomy.....	6
Application Logistics.....	7
Letter of Intent.....	7
Eligibility Determination.....	7
Application Timeline.....	8
Additional Information.....	9
Additional Resources.....	9
Submitting Your Application via Fluid Review.....	10
Application Redactions.....	10
Applicant Code of Conduct.....	11
Public Disclosure.....	11
District Primary Contact.....	11
Charter School Checklist.....	12
Spring 2019 Charter School Application.....	14



Spring 2019 Charter School Application

Introduction

Across New Orleans, more than 90 percent of public-school students currently attend charter schools. These schools have led to a dramatic increase in the number of students meeting academic proficiency standards and the performance gap between students in Orleans Parish and Louisiana as a whole has dramatically decreased.

Despite these gains, additional progress is needed. Every student deserves high quality schools where their interests will come first, where they and their families will have choice, and where educators will have the tools and support they need to be successful.

In November 2017, the Orleans Parish School Board voted to adopt a Unified Path Forward: Our Vision and Goals for Public Education in New Orleans, which will guide the work of the unified district over the next three years and represents a milestone of a year-long process soliciting and incorporating feedback from the community through a variety of means. The stated vision is to ensure that every student receives a high-quality education that fosters his or her individual capabilities, while ensuring that they thrive and are prepared for civic, social and economic success.

The Board identified the following [goals](#) to guide citywide charter schools over the next three years:

1. Advance equity for all students and families.
2. Increase the share of students at or above grade level in reading and math.
3. Raise the high school graduation rate.
4. Improve high school graduates' readiness for future success.
5. Increase the number of students attending "A" and "B" schools.
6. Increase the diversity of schools and programs offered to students and families.
7. Expand access to early childhood education.
8. Increase public engagement and public confidence in the school system.

Charter school authorization plays a critical role in the district's work to achieve the OPSB vision.

The Spring 2019 charter school application process seeks proposals from highly qualified applicants to open new Type 1 charter schools and transform existing district-run schools into Type 3 charter schools in order to be a conduit to meeting the goals set forth by the OPSB Board.

Current Portfolio

As of July 1, 2018, all New Orleans Public Schools were unified under the oversight of the locally-elected Orleans Parish School Board for the first time since Hurricane Katrina. The OPSB currently oversees 78 public schools, including 75 charter schools, two-direct operated schools and a school with two educational programs for students in secure-care facilities.



Spring 2019 Charter School Application

Applicant Types

The Orleans Parish School Board accepts applications for Type 1 and Type 3 charter schools, each of which has specific requirements:

Type	Definition	
Type 1 New Start	Proposals for new charter schools.	
Type 3 Conversion	The conversion of existing OPSB district- operated public schools to charter schools.	
Transformation	Proposals that intend to serve all or some of the students in an existing Orleans parish charter school that is subject to closure.	
Transformation Full Takeover	Charter applicants which intend to continue to serve all grade levels and all students currently enrolled at the closing school.	
Transformation (Reconfiguration)	Charter applicants which intend to change the grade levels served at the closing school, while serving all eligible students currently enrolled at the school.	<ul style="list-style-type: none"> ☐ <u>Phase Outs</u>: begin by serving all current students, but intend to discontinue one or more grade levels as current students matriculate ☐ <u>Phase Ins</u>: begin by serving only a subset of grade levels currently offered by the school, but serve all current students in those grade levels

Operator Tracks:

In this Request for Applications, applicants will be considered in two groups, each of which has specific requirements.

Track	Qualifications
New Operators	<ul style="list-style-type: none"> ☐ nonprofit organization whose primary members (founder and/or proposed school leader) do not have prior experience in leading or managing a public school, AND ☐ who do not intend to employ an educational service provider (ESP) with prior experience in leading or managing public schools
Experienced Operator	<ul style="list-style-type: none"> ☐ nonprofit organization applying for the charter already operates at least one school, OR has partnered with an Educational Service Provider (ESP) that already operates at least one school.

¹Experience leading or managing public schools is defined as one complete academic year.



Spring 2019 Charter School Application

Charter School Oversight

One of the district’s core responsibilities, as a charter school authorizer, is to hold these schools accountable to a set of performance expectations that help ensure every student is provided with a high-quality education. The district believes that to deliver on its responsibilities it must work diligently to achieve the following:

<i>Hold Schools to Rigorous Standards</i>	Clearly articulate rigorous, fair, and transparent standards for charter schools that promote excellence, equity, and incentivize and reward strong performance and continued progress towards outcomes that best serve students.
<i>Implement Effective Oversight Systems</i>	Establish systems to monitor school performance that can be implemented with fidelity and do not place undue burdens on schools, intervene when necessary, and make data-driven renewal and extension decisions.
<i>Be Transparent with Schools</i>	Share, with school leaders and charter board members, how well schools perform against OPSB standards in a clear and timely fashion.
<i>Share Information with the Public</i>	Provide families and the public with easily accessible information to inform school choice decisions and increase their understanding of each school’s performance.

Charter schools have broad autonomy; as such, they must meet rigorous accountability measures. Charter schools are accountable to OPSB and must meet academic, financial, and organizational performance standards as set forth within the [Charter School Accountability Framework](#). The district has rigorous standards and expectations for its charter schools including both state and local policies.



Spring 2019 Charter School Application

Accountability

The Charter School Accountability Framework (CSAF) is designed to explain the expectations the district has for charter schools in New Orleans (annually and at the point of renewal) and the process the district will use to track and evaluate school performance against those expectations.

The district assesses a school’s performance across three areas of oversight:

<i>Academic Performance</i>	Is this school demonstrating academic success and progress on overall performance metrics?
<i>Organizational Performance</i>	Is this school organizationally effective and fiscally sound?
<i>Financial Performance</i>	

Autonomy

In exchange for rigorous accountability, charter school operators are provided substantial autonomy to successfully prepare students for civic, social and economic success. La. R.S. 17:10.7.1 sets forth the autonomy guarantees for charter school operators:

“the local school board shall not impede the operational autonomy of a charter school under its jurisdiction in the areas of school programming, instruction, curriculum, materials and texts, yearly school calendars and daily schedules, hiring and firing of personnel, employee performance management and evaluation, terms and conditions of employment, teacher or administrator certification, salaries and benefits, retirement, collective bargaining, budgeting, purchasing, procurement, and contracting for services other than capital repairs and facilities construction”



Spring 2019 Charter School Application

Application Logistics

Letter of Intent

Any organization or individual that is interested in applying for the Spring 2019 cycle shall submit a Letter of Intent to Kwame_Juakali@opsb.us, by January 28, 2019. The [Letter of Intent](#) shall contain the following information:

- Vision Statement
- Mission of the Intended School
- Intended Instructional Model/ Innovation
- Proposed Opening Year
- Intended Grades to be served
- Projected enrollment
- Interested Location

A sample letter of intent may be found on the OPSB website.

All applicants shall submit a Letter of Intent.

Eligibility Determination

Any organization or individual may become eligible to submit a Louisiana Charter Application by meeting specific eligibility requirements:

- Applicant must be registered as a Louisiana Non-Profit Organization (RS 17:3983)
- Three certified Louisiana teachers must participate in the development of the charter application (RS 17:3983)
- The submitting Non-Profit must be free of any sectarian or religious affiliations, entanglements with existing private schools and have no adverse legal actions or entanglements
- Applicants must have at least three identified charter board members to apply. Further governance requirements can be found in [OPSB Policy HA](#).

All applicants shall submit Eligibility Determination Forms.



Spring 2019 Charter School Application

Application Timeline

The following timeline is tentative and subject to revision. All changes will be posted to the OPSB website, and notification will be provided to the application primary contact person.

Spring 2019 OPSB RFA Process Timeline	
MILESTONE/TASK	DATE
RFA Release	January 4, 2019
Face to Face Applicant Information Session	January 15, 2019
Applicant Informational Webinar	January 17, 2019
Letter of Intent Submitted	January 28, 2019
Fluid Review Portal Opens	January 28, 2019
Eligibility Determination Forms Submitted	February 6, 2019
Eligibility Review Returned to Applicants	February 8, 2019
Spring 2019 Charter Application Submitted	March 1, 2019
Completeness findings Re-submission deadline	March 15, 2019
Public Hearing	March 19, 2019
Capacity Interviews	April 29-May 1, 2019
OPSB May Board Business Meeting – Presentation of Superintendent’s Recommendation²	Tentative: May 23, 2019

² Pursuant to R.S. 17:10.7.1, the School Board has the opportunity to review and reject the Superintendent’s Recommendation until its next meeting following the presentations



Spring 2019 Charter School Application

Additional Information

Which set of questions should I complete?

- There are two sets of questions – one set for experienced operators and another set for new operators.
- Experienced operators meet one of two criteria: either the organization applying for the charter already operates at least one school or the organization has partnered with an Educational Service Provider (ESP)¹ that operates at least one school.
- Organizations that do not meet either of these criteria should complete the set of questions for new operators.

Do I need to identify a school leader?

- New operators and experienced operators that have not yet operated two schools for at least three years each must identify a school leader in their application for all schools proposed to open in the fall of 2020.

How do I submit my proposal?

- All applications, including the Eligibility Determination Forms shall be submitted via the FluidReview Portal. The Letter of Intent shall be emailed directly to Kwame_Juakali@opsb.us.

Is there a page limit?

- All applications, should be no more than 40 pages, excluding the requested attachments, which should be no more than 200 pages. The Executive Summary shall be limited to 2 pages.

Additional Resources

The following resources have been assembled to provide applicants with information and guidance that may be helpful in putting together a successful proposal.

Resource	Description	Location
Call to Action Toolbox	Includes an interactive dashboard that visually guides applicants towards the geographic, demographic, and academic areas of greatest need	Link
Louisiana Association of Public Charter Schools Research Library	The mission of the Louisiana Association of Public Charter Schools (LAPCS) is to support, promote and advocate for the Louisiana charter school movement, increasing student access to high quality public schools statewide. LAPCS provides tools and information through their research library that may be of use to applicants.	Link
BESE Policies	Bulletin 126 spells out the rules and regulations that govern charter schools.	Link



Spring 2019 Charter School Application

Louisiana Department of Education Charter School Library	<p>As the authorizer of multiple charter schools throughout the state, Louisiana Department of Education (LDE) has compiled a library of resources aimed at informing charter school applications, review, and ongoing monitoring.</p> <p>Applicants should note, LDE Performance Compact and application timelines do not supersede Orleans Parish’s own. Please refer to OPSB materials regarding performance evaluation and application timelines.</p>	Link
--	---	----------------------

Submitting your application via Fluid Review

1. Prepare your application **using the templates and online submission process established by OPSB. The portal will be opened on January 28, 2019.** In the interim, you may begin developing application content in MS Word format. Any such content can subsequently be pasted into the template documents and uploaded. You will upload each element of the application (cover sheet, narrative, attachments, etc.) separately.
2. Upload each of your documents to the online application system. **Be sure to upload the documents in the file format specified.** An overview of the online application system will be included in the orientation session for applicants.
3. You may SUBMIT your application after you have uploaded all required documents. Fluid Review will not allow you to SUBMIT your application until you have met these requirements.
4. Once the system has accepted your SUBMIT command, your application will be both submitted and locked. You will not be able to make additional revisions.

Fluid Review will automatically shut down access to all applications at 5:00 p.m., CDT on March 11, 2019.

Ensure you allow adequate time to upload all documents before the deadline. Applications not fully SUBMITTED, including applications that are partially uploaded, will not be accepted.

Application Redactions

All charter school application materials submitted to OPSB become public records, pursuant to the Louisiana Public

Records Law, LSA-R.S. 44:1 et seq. As such, applicants are required to submit both a redacted **AND** un-redacted copy of all documents that include personal information. **Please add “REDACTED” to the document title of the modified submission prior to submitting it in Fluid Review.** The un-redacted submission should just be titled with the document name.

Information to redact:	Information that should NOT be redacted:
<ul style="list-style-type: none"> • Social Security Number • Home Address, excluding ZIP code • Phone number • Email Address 	<ul style="list-style-type: none"> • Contact Information (phone number and email) for the application’s primary contact • ZIP code- serves as evidence of residency for charter board members.



Spring 2019 Charter School Application

Applicant Code of Conduct

The Superintendent and members of OPSB are obligated by state law to make decisions in the best interests of children, free from personal or political influences. Similarly, charter school applicants have the responsibility of respecting and upholding the integrity of the charter school application process.

Specifically, charter school applicants shall not:

1. Initiate, or attempt to initiate, any activity with the Superintendent or an Orleans Parish School Board member that is prohibited by the Code of Governmental Ethics;
2. Direct any communications, including application documents, to the Superintendent or an Orleans Parish School Board member at any point during the application submission and evaluation process.

Charter school applicants found to be in violation of these requirements may be deemed ineligible for consideration of charter school approval.

Public Disclosure

All charter school proposals submitted to OPSB are considered public records, pursuant to the Louisiana Public Records Law, LSA-R.S. 44:1 et seq., and are subject to public release. Redaction of personal information is an applicant responsibility. Applicants are requested to provide redacted submissions of any file that includes personal information.

In addition, applicants are advised that neither School Board members, the Superintendent, nor district staff will comment on the contents of any application submission during the review and evaluation period, outside of the established public processes for this purpose (School Board meetings, Public Hearing); in the event of media inquiries, the district will refer individuals to an applicant's primary contact using the information included in this application.

District Primary Contact

For any questions or concerns regarding the Spring 2019 OPSB Charter School RFA or charter school application evaluation process, please contact Kwame Juakali, Manager of Charter Applications, at Kwame_Juakali@opsb.us



Spring 2019 Charter School Application

Spring 2019 Charter RFA: Completeness Check Exp. Operator

Name of Nonprofit Corporation:	
Name of Proposed School:	
Name of Primary Contact:	

ITEM	RESPONSE	COMMENTS
Application Type		
Operator Track		

Location	Item	Yes	No	N/A	Comments
Letter of Intent	Letter of Intent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eligibility Determination	Eligibility Determination Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Copies of Current LA Teacher Certifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Charter Board Member Resumes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Charter Board Background Checks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Full Application	Executive Summary (2-Page Limit)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	1: School/Portfolio Workbook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	2: Most recent Financial Audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	3: Litigation documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	4: Weekly Student Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	5: Daily schedule (9 th – 12 th grade only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	6: Pupil Progression Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	7: School Calendar (9 th -12 th grade only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	8: CEO and Board Chair Succession Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	9: Organizational Chart (CMO and School Level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	10: Charter Board Roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	11: School Leader Evaluation Tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	12: Qualified Business Manager/ Financial Manager Resume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	13: Financial Manager Contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	14: Financial Template	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	15: Budget Narrative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	16: ESP Contract (If applicable)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	17: ESP Audit (If applicable)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	18: CEO: Job Description and either resume or recruitment plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19: CAO: Job Description and either resume or recruitment plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		



Spring 2019 Charter School Application

	20: Director of Special Education: Job Description and either resume or recruitment plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	21: CFO and/or COO: Job Description and either resume or recruitment plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	22: School leadership team job descriptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	23: School leadership redacted & leadership tea resumes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	24: Authorizer Approval (for non-OPSB charters awarded, but not in operation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Spring 2019 Charter School Application

Experienced Operator Application

Applications should include only the information requested below, saved in a single PDF file. Please clearly label each section of your application with headings that match the headings of the application. Applications should be no more than 40 pages, excluding the requested attachments, which should be no more than 200 pages. There are no page limits for individual sections except for the Executive Summary.

The finances template should be submitted as an excel file. All background checks should be submitted in a single PDF file. The eligibility form should be submitted as a PDF file as well.

The purpose of this application is to assess the readiness of charter applicants to produce high-quality student outcomes that meet, if not exceed, the expectations that charter schools must achieve to remain in operation.

Executive Summary

Provide a two-page overview of your proposed network, including:

- (1) The outcomes you will achieve;
- (2) The key components of your scale strategy; and
- (3) Your approach to mitigating the threats most likely to hinder your success.

Past School Performance

In your proposal overview, you provided performance data on the schools your organization currently operates or has previously operated. Please provide a brief accompanying narrative that describes your organization's success educating a similar demographic population to the population you intend to educate in Louisiana. Please note that the charter authorizer(s) to which you applied, or the Department may contact your other authorizers.

In addition, describe the causes that led to and the current status of:

- (1) Any performance deficiencies or compliance violations that have led to authorizer intervention;
- (2) Any litigation involving your organization or a school that you operate; and,
- (3) Any material audit findings for your organization or a school that you operate.

Attachment 1: School/Portfolio Workbook

Attachment 2: Most Recent Financial Audit



Spring 2019 Charter School Application

Attachment 3: Litigation Documentation

Academics

- (1) Describe the academic needs of the student population you propose to serve. Explain how you will set, and measure progress towards, performance goals that put your students on a path towards achieving your vision. Include your plan to gather baseline data necessary to establish goals.
- (2) For all core content and mission-related subject areas:
 - a. Identify the curricula that your school will use and your reasons for these choices;
 - b. Identify the interim assessments you will use and how these align to the curricula;
 - c. Describe your professional development plans for teachers and how they connect to the curricula and assessments.
- (3) Describe the system by which your instructional staff will design interventions for all students. If you are applying for a virtual school, additionally describe the system by which struggling students will receive in-person instruction, including the location for providing these services, the transportation services that will be available, and a plan for evaluating struggling students.
- (4) If you are proposing a specialized school, describe the concrete structures, policies, and practices that will differentiate your school from options already available to the community you propose to serve.
- (5) *[Applicable to applicants proposing to serve grades 9-12]* Provide an example of a daily schedule for a student attending your school as well as your school's academic calendar.

Attachment 4: Weekly Student Schedule

Attachment 5: Daily Schedule (9th-12th grade only)

Attachment 6: Pupil Progression Plan

Attachment 7: School Calendar (9th-12th grade only)

Growth Plan

- (1) Describe the demographics of the student population that your proposed school(s) will serve. Identify the needs of your intended student population.
- (2) *[Applicable to groups applying for multiple sites]*. Describe the number of schools that you plan to open in Louisiana every year for at least the next five years, the year in which each school will open, and how the organization will adapt to meet changing community needs. If your network operates multiple models, identify the model that you will open in each location.

Attachment 8: CEO and Board Chair Succession Plan

Scale Strategy & Risk Mitigation

[This section does not apply to Louisiana-based operators that run multiple schools and are only applying to operate one or two additional new schools]

- (1) Describe the steps that you will take to scale your model to new sites, including the people involved and the



Spring 2019 Charter School Application

resources contributed both by the parent organization and the new school(s).

- (2) *[Applicable to groups that operate schools in other states]* Compare your efforts to scale operations to Louisiana to past scale efforts in other states.
- (3) Identify the greatest new threats to your success and the steps you will take to minimize the possibility that the threats you identified will prevent you from achieving your targeted outcomes.

Attachment 9: Organizational Chart (CMO and School Level)

Board Readiness

- (1) Describe the roles necessary on the board, the responsibilities that align with each role, and identify who will play that role on the board.
- (2) Describe how the board will monitor the school's overall performance.
- (3) Describe the steps the board will take to evaluate the school leader. Specifically, describe:
 - The information the board will collect;
 - The systems by which the board will collect information;
 - The standards - including and in addition to student performance goals- the board will use to evaluate information it collects; and,
 - The process by which the board will evaluate information and make decisions.
- (4) Describe the process by which your board identifies potential conflicts of interest before making decisions.
- (5) Develop the process by which you will develop and train your board.
- (6) *[Applicable to groups applying to open a school in a region they do not currently operate in]* Describe your plan for obtaining regional board representation for your proposed school(s).

Attachment 10: Charter Board Roles Template

Attachment 11: School Leader Evaluation Tool

Financial Readiness

- (1) Do you plan to use a financial manager or a back-office service provider? If the entity that will provide your financial services has been chosen, please provide its name.
- (2) To whom will your financial manager or back-office service provider report: the school leader or the board?
- (3) Describe your approach to budgeting, including an explanation of your approach to cutting costs if faced (as schools so often are) with a budget shortfall.
- (4) Describe the accounting and control systems you will install, including essential checks, balances, and segregation of duties. Please indicate how a culture of proper financial controls and reporting will become an essential component of your organizational culture

Attachment 12: Qualified Business Manager/ Financial Manager Resume

Attachment 13: Financial Manager Contract

Attachment 14: Financial Template



Spring 2019 Charter School Application

Attachment 15: Budget Narrative Template

Educational Service Provider {If applicable}

- (1) If your non-profit plans to use an Educational Service Provider (ESP), please provide as an additional appendix a copy of the ESP contract that your non-profit board will sign with the ESP that you have selected. Additionally, please provide an independent audit of the ESP as part of that additional appendix.

Attachement 16 : ESP Contract (If applicable)

Attachement 17 : ESP Audit (If applicable)

School Leadership Team Capacity {If applicable}

[Not applicable to groups that have operated two or more schools for at least three years each] Note that the application should not refer to the experiences of an Educational Service Provider or another company (such as a back-office service provider) that will provide services to the school. All responses in this section must speak specifically to the school leadership team that will oversee the operation of the proposed school.

- (1) Provide (as part of Attachment 23) the resume for every member of the school leadership team. These should only be the senior most individuals responsible for the academic, organizational, and financial operations of the school who report either directly to the board or the school leader.
- (2) Describe the school(s) and/or academic program(s) for which the school leadership team has been responsible. Describe their leadership role(s) and primary responsibilities at the relevant school(s) and/or academic program(s). The response should describe, using data where possible, the impact that these individuals had on their school(s) and/or academic program(s).
- (3) Describe relevant leadership positions that the proposed school leadership team has held in which they were responsible for the operations and/or finances of program(s) and/or organization(s). Describe the leadership roles that were held and primary responsibilities for the relevant program(s) and/or organization(s). The summary should describe the impact that these responsibilities had on the success of the relevant entities.
- (4) Provide multiple years of student academic performance data under the proposed school's leadership team. This data must include, but is not limited to, proficiency and growth on state and national standardized tests (where available), and data on graduation rates and growth for applicants proposing to serve high schools.
- (5) Provide data or evidence that speaks to the organizational and/or financial viability of the program(s) and/or organization(s) for which members of the school leadership team were responsible as a leader.

Attachment 18: CEO: Job Description and either resume or recruitment plan

Attachment 19: CAO: Job Description and either resume or recruitment plan

Attachment 20: Director of Special Education: Job Description and either resume or recruitment plan

Attachment 21: CFO and/or COO: Job Description and either resume or recruitment plan

Attachment 22: School Leadership Team Job Descriptions



Spring 2019 Charter School Application

Attachment 23: School Leadership Redacted and Unredacted resumes

Attachment 24: Authorizer Approval (for non-OPSB charters awarded, but not in operation)