

# Colorado Springs School District 11

## Charter School Replication Guide

***This guide provides application details to expand information from Policy LBD and regulation LBD-R. In the event of a conflict, the order of precedence is: (1) Policy LBD; (2) Regulation LBD-R; and (3) this guide.***

The fundamental difference between an application to open a new charter school and an application to replicate an existing school is that the Replication Application is not about the idea of creating a new charter school, rather it is an evaluation of the existing school's success and the capacity of the existing school leadership to create an additional school or schools using their proven school model. **Replication Applications shall be submitted by September 1**, following the same timeline as New Application.

All charter applications are to be submitted and processed in compliance with District Policy LBD and Regulation LBD-R.

### **Introduction**

As stated in board policy LBD, replication is when a charter school seeks to establish one or more additional schools using the same educational model and where there will be an ongoing relationship between the schools. This definition is meant to be fairly broad and include a range of practices, some of which are described below:

- One governing board overseeing two or more schools;
- An educational service provider contracting for services with two or more schools; and
- Shared services among schools.

The purpose of these guidelines is to help schools and District 11 to identify when a school may be ready to replicate. These conditions for replication are described below and are intended to provide operational guidelines for replication consideration.

### **Operational History**

The school should:

1. Have been operating for at least five years.
2. Have received charter contract renewal approval from their original authorizer.
3. Be serving all grade levels that are included in its original charter. There must be a minimum of four years of academic outcomes for each grade level.

### **Student Outcomes**

The school should:

1. Be awarded a School Performance rating/plan type assignment of **Performance**. This plan type must be in place in consecutive years for the past three years prior to submitting a replication application.
2. Meet or exceed standards in all three (elementary and middle) or four (high school) Colorado performance indicators – academic achievement, academic growth, academic growth gaps, and postsecondary and workforce readiness (high school only) or consistently exceed standards for academic growth or academic growth gaps.
3. Exceed the performance of comparable schools.
4. Be achieving its unique charter school objectives.

### **Efficient, Effective and Compliant Operations**

The school should:

1. Have a rating of at least a three (3) on Charter School Support Initiative (CSSI) Standard 11 or comparable score on another outside evaluation, if no CSSI review performed: *The school board demonstrates strong fiscal management and the school's practices demonstrate current and future financial health.* Specific indicators include the following:
  - a. *The governing board has adopted policies that ensure financial health and a strong system for the timely, accurate tracking and recording of all financial data and transactions.*
  - b. *The school has access to reserves or can raise cash if a budget shortfall occurs or to finance growth.*
  - c. *The school has enough revenue to ensure stable programming.*
  - d. *School programs do not exceed their assets. Programs operate on a modest surplus and the school makes adjustments to reduce operating costs to cover any deficit.*
2. Have systems in place to timely and accurately complete reports required.
3. Be in compliance with its charter contract, health, safety, and other legal requirements including IDEA and services for English language learners.
4. Have unqualified annual independent audits and an adequate or growing reserve.
5. Be in compliance with Articles 44 and 45, C.R.S., financial policies and procedures and accounting and reporting requirements.

### **Governance and Leadership**

The school should:

1. Have a rating of at least a three (3) on CSSI Standard 10 or comparable score on another outside evaluation, if no CSSI review performed: *The school demonstrates strong leadership through their procedures to promote their mission, their strategic planning, current knowledge of legislative issues, policy development, commitment to professional development, provision of resources, oversight/support of administrator,*

*ability to build effective committees, and establishes networked community relationships.*  
Specific indicators include the following:

- a. *The governing board models quality and needs-based professional development.*
  - b. *The governing board provides guidance in program assessment and renewal processes.*
  - c. *The governing board has a clear plan for hiring, retaining, supporting and evaluating the school administrator.*
  - d. *The governing board supports the mission/vision of the school by securing strong relationships within the school and with outside agencies.*
2. Have strong, stable, and effective governance that includes well-developed governance documents (bylaws, policies, grievance procedures, conflict of interest disclosure, and human resources policies/procedures).
  3. Be able to demonstrate support for replication in the school community.
  4. Have incorporated replication into the school's mission, vision, and/or strategic plan.
  5. Have a succession and leadership development plan in place.

## **Replication Plan**

The school should have:

1. A financial plan in place for replication that addresses the needs of starting a new school and does not disadvantage students at the original school(s).
2. An educational program whose key features have been identified and can be replicated including school culture, staff development, and data/assessment systems.
3. A clearly defined target population and evidence that demand for the program among the target population exceeds available space.
4. A plan for allocating sufficient human resources for a successful replication without disadvantaging existing schools.

## **Conclusion**

Replication readiness begins with a track record of outstanding achievement. In alignment with the National Association of Charter School Authorizers' (NACSA's) best practices readiness for replication is defined as an applicant who provides:

- A clear and compelling mission,
  - A strong educational program with demonstrated effectiveness.
  - Evidence of community need and support.
  - A solid business and financial plan.
  - Effective governance and management structures and systems.
  - Founding team members demonstrating diverse and necessary capabilities.
  - Clear evidence of the applicant's capacity to execute its plan successfully.
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## Content of the Replication Application

Maximum narrative page numbers are indicated in the parentheses adjacent to each content area. If you are an existing District 11 charter school then there is no need to provide the items already on file, indicated with an asterisk below.

### A. Academic Program (15 pages)

Any student outcomes or academic data from all schools must be supplied in the format of access to raw files, or reports printed directly from the testing interface. In order to help accomplish this, please provide the following as attachments:

1. A username and password to access flat files from the Colorado Education Data Analysis and Reporting system (CEDAR).\*
2. A username and password to access interim assessment files directly from the testing vendor.
3. Your three most recent Unified Improvement Plans.\*
4. All reports/data dashboards provided to the local board in the last year related to academic performance.

Your narrative should include:

1. A description of major academic trends and key findings.
2. A list of assessments used, including frequency, purpose and grades administered. These selections must meet state and federal requirements.
3. A list of supplemental programming, for example summer school, extracurricular activities, remediation and intervention.

### B. Serving Students with Special Needs (15 pages)

1. Include the school policy for Response to Intervention (RtI) and child study process that meets all legal requirements.
2. Detail plans to meet the unique needs of students with Individualized Educational Plans (for special education), 504 Plans, Aced Learning Plans (for gifted/talented), School Nurse/Health Plans, and students identified for English Language Acquisition. Include information on plans for staffing, identification, documentation, assessment, progress, monitoring, adaptation and alignment with the budget.
3. Provide research-based evidence that support the chosen strategies for interventions and support materials selected.
4. Include a description of the process used to modify the curriculum to accommodate varied learning styles of exceptional student.

### C. Finance (10 pages)

Please provide a copy of the most recent version of the following documents as attachments:

1. Independent financial audit.\*
2. Quarterly profit and loss statement including budget to actual.\*
3. Quarterly balance sheet.\*
4. 3-Year projected budget for all schools (current and replication) in the last year related to financial performance.

Your narrative should include a plan that addresses the financial needs of starting a new school and does not disadvantage students at the original school(s).

### D. Governance and Operations (15 pages)

Please provide a copy of the most recent version of the following documents as attachments:

1. Strategic Plan.
2. Organizational chart and staff roster.
3. A copy of the current charter contract.\*
4. A copy of any contracts or instruments that describe pre-existing obligations or relationships.\*
5. Evaluation from the current authorizer.\*
6. CSSI site visit report(s).\*
7. Board minutes and agendas for the past year.\*
8. Board profile matrix.
9. Board policy handbook.
10. All reports/data dashboards provided to the local board related to organizational performance.
11. Membership roster and minutes for the past year for the School Accountability Committee.
12. School leader evaluation and succession plan.
13. Teacher evaluation plan.

Your narrative should include:

1. Progress toward strategic goals.
2. A description of the existing school's management structure and how that will change with the addition of the new school.
3. A description of why the organizational chart fulfills the needs of the school and the plans for future growth.
4. A description of what types of services and/or staffing the schools will share.
5. If applicable, a description of which positions are employees of the Educational Support Provider (ESP) and/or of the employee agreement that is in place.
6. A plan for allocating sufficient human resources towards a successful replication without disadvantaging existing school(s).

E. Evidence of Need, Support (15 pages)

1. Include information about the proposed charter school's student body including the intended students' educational needs and demographics.
2. Provide a description of the type of broad outreach the founders conducted to make the student population and their families aware of the proposed charter school. This should include future outreach plans if the charter school is approved.
3. Detail a plan for reaching and accommodating a diverse student population.
4. Give detail around the number of students expressing an interest in the proposed school. This information should be disaggregated in a manner showing demographic information about prospective students.
5. Provide information on community members and leaders who publically support the proposed school and their role in the development of the school, if the proposed school is not being developed solely by parents.
6. Include information on any partnerships or networking relationships, providing an explanation of the planned resources or agreements that have been discussed.

F. Facilities (5 pages)

1. Provide a facility needs assessment that includes: number of classrooms, bathrooms, and offices needed; minimum size of each room, library, outdoor, and common space needed; overall size; cost per square foot; and zoning and occupancy requirements.
2. State the proposed location(s) for the school based on school design and intended population with an explanation of perspective school sites and assistance to find them.

3. Describe legal review received from an experienced attorney for all facility contract negotiations and terms before final approval by the governing authority.

Your narrative should describe how each facility under consideration considered aligns with the facility needs assessment.

CROSS REF: Charter-related documents located at  
<http://www.d11.org/CharterSchools/Pages/default.aspx>