

**Executive Limitation 3.J  
Charter Schools**



To: Board of Education

From: Dr. Chris Fiedler, Superintendent of Schools

Re: Internal Expectations of the Board Report - 3.J Charter Schools

I hereby present my report on our Charter Schools, Executive Limitation 3.J, in accordance with the monitoring schedule set forth in Board policy. I certify the information in this report is true.

Signed: \_\_\_\_\_

Dr. Chris Fiedler  
Superintendent, School District 27J

Date: September 22, 2020



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION



### **Policy 3.J – CHARTER SCHOOL**

*Date Adopted:* January 27, 2009

*Revised:* November 10, 2009, April 16, 2013

June 25, 2013, April 28, 2015

*Management Limitations*

## **Policy 3.J - CHARTER SCHOOLS**

**Monitoring Date: September 22, 2020**

The superintendent shall not allow charter school contract applications to be recommended and shall not allow existing charter school contracts to continue if fiscal jeopardy or failure to make consistent progress towards their stated objectives is a likely outcome or is evident. In addition, the superintendent shall not allow existing charter schools to operate in a manner that would jeopardize the learning or well-being of their students such as any conditions or procedures that are unclear, unfair, unsafe, untimely, undignified or unnecessarily intrusive.

*I interpret “charter school” to mean:*

*a public school operated by a group of parents, teachers, and/or community members as a semi-autonomous school of choice, operating under a contract or “charter” contract between the members of the charter school community and the authorizer. The school must be nonsectarian and non-home-based, but may be web based under certain circumstances. 22-30.5-104(1), C.R.S.*

*I interpret “fiscal jeopardy” to mean:*

*entering into an agreement to pay expenses when the source of income to pay for those expenses has not been determined, or not having cash available to pay expenses when they are due.*

*I interpret “unclear” to mean:*

*published information or interactions which do not result in clearly defined expectations, opportunities or intent.*

*I interpret “unfair” to mean:*

*not uniform, ill-balanced, discriminatory, or judicial. A practice or procedure which is meant to ameliorate a pre-defined right.*

*I interpret “unsafe” to mean:*

*dangerous: not secure. This places an affirmative obligation on all school personnel to take necessary measures to ensure that the school environment is safe and conducive for use by students and the public. Action is not required in the absence of foreseeable danger.*

*I interpret “untimely” to mean:*

*an unreasonable length of time as may be fairly, properly and reasonably allowed or required, having regard to the nature of the act or duty, or of the subject matter, and to the attending circumstances.*

*I interpret “undignified or unnecessarily intrusive” to mean:*

*absent good faith and with an intent to harm others, to mean actions which are arbitrary, capricious, or motivated by personal and political objectives. Lacking an etiology that would require the information.*

### **Data Reported**

School District 27J has authorized seven charter schools within its boundaries five of which are currently operating and two of which are in Year 0.

### **Enrollment:**

The table below shows the enrollment data for each operating charter school from October 1, 2019 through September 14, 2020. The October 1, 2019 enrollment figures served as the basis for state funding for the year.

Charter School	Oct 1, 2019 Enrollment	Jan 2, 2020 Mid-Year Enrollment	Anticipated Enrollment for 2020-2021	September 14, 2020 Enrollment
<b>K- 8 Charter Schools</b>				
Belle Creek	689	683	709	639
Bromley East	1,181	1,183	1,200	1,208
Foundations Academy	751	751	747	746
Landmark Academy	749	739	750	778
Total Students in K-8 Charter Schools	3,370	3,356	3,176	3,371
<b>Charter High Schools</b>				
Eagle Ridge Academy (9-12)	522	518	520	533
Total Charter School Students	3,892	3,874	3,696	3,904

**Charter Enrollment by Comparison**

The Colorado League of Charter Schools reports that in 2019-2020 over 125,000 students were enrolled in 261 charter schools throughout the state up from 124,000 students enrolled in 255 charter schools in 2018-2019. The number of charter schools and the number of students attending charter schools has consistently grown every year over the past 10 years in the State of Colorado. On October 1, 2019, 13.2% of all Colorado students enrolled in public schools are enrolled in charter schools. On the same date, School District 27J had 21% of its K-12 students enrolled in charter schools down from 22% the previous year. School District 27J continues to be a leader in the State of Colorado in brick and mortar charter school enrollment.

**Charter Application Process**

Per the first paragraph of this policy and this monitoring report, accordingly, during the charter school application process the superintendent may not:

- 1. Fail to provide the Board with an analysis of the strengths and weaknesses of each charter application.**

**Data Reported:**

School District 27J received two formal applications for new charter schools during this reporting period. STEAD School and Capstone Academy both submitted applications during the August 15th - October 1, 2020 submission window. The analysis of strengths and weaknesses for STEAD School and Capstone Academy by the Executive Leadership Team occurred on September 16th and September 20th of 2019 and was provided to the Board prior to the public meetings on October 22nd and December 10th, respectively.

During this reporting period no complaints were lodged with School District 27J or the Charter School Institute citing that School District 27J did not act in a manner consistent with the intent of this executive limitation.

**Conclusion:** I report compliance.

- 2. Fail to have a standard application format, complete with dates for submittal and expectations of thoroughness that includes and requires documentation of all areas of concern to the Board. The critical questions format used by district staff is available on the website with the directions for applications.**

*I interpret standard application format to mean the explicit set of requirements and supporting documentation, including Application, Checklist, and Review Rubric, set forth by the Colorado Department of Education for the completion and submission of charter school applications.*

**Data Reported:**

Superintendent Policies LBD and LBD-R contain the district requirements and deadlines for all new charter applications. These policies were developed in accordance with Colorado State Statute set forth in CRS 22-30.5-106, Charter Applications and CRS 22-30.5-107, Charter Application and Process. The Colorado Standard Application, Checklist and Review Rubric are available to all applications on the School District 27J website, the League of Charter Schools website and the Colorado Department of Education School of Choice website. Executive Limitation 3.J was revised in April of 2015 to include a suggested percentage of charter students relative to total enrollment to be used as a planning tool for managing our continued growth, as well as the use of a weighted lottery enrollment system for all new charter applications. Additional information in this limitation further puts charter applicants on notice as to the types of information that the Board requires and the timelines they must follow to be considered as a charter school within the School District 27J boundaries.

**Conclusion:** I report compliance.

- 3. Fail to ensure that members of the Board of Education receive a single completed application and any other relevant information at least two weeks prior to the public hearing for each charter applicant.**

The Statutory process in CRS 22-30.5-107 requires that an application be submitted to the local board of education by a date determined by the local board of education to be eligible for consideration for the following school year. The date determined by a local board of education for filing of applications shall not be any earlier than August 15, or later than October 1. Our Superintendent Policies require applications to be submitted by August 15th for schools wishing to open in the following school year.

**Data Reported:**

The Board received two applications for STEAD School and Capstone Academy well in advance of the deadline. The Board received electronic and hard copies of both charter applications at the September 10, 2019 Board of Education meeting allowing the board to review at least two weeks prior to the STEAD School public meeting on October 22, 2019 and the Capstone Academy public meeting on December 10th, 2019. Both schools intend to operate Zero Year in 2020-2021 and start serving kids in the 2021-2022 school year.

**Conclusion:** I report compliance.

- 4. Fail to ensure that members of the Board of Education receive all revision to the charter application, answers to questions raised by board members and district staff, and all other relevant information at least two weeks prior to Board action on each charter application.**

**Data Reported:**

Two applications were submitted for Board action during this reporting cycle. Recommendations from the District Accountability Committee and the Executive Leadership team regarding the STEAD School application were reviewed by the Board of Education on October 22, 2019. The STEAD School application was subsequently approved on October 22, 2019 following public comment. The STEAD School Contract was signed by the Board of Education on March 20, 2020 and an amended and restated contract was approved August 25, 2020. The Board reviewed recommendations from the District Accountability Committee and Executive Leadership for the Capstone Academy application which was subsequently approved on December 10, 2019 following public comment.

**Conclusion:** I report compliance

5. **Fail to have the application easily available to prospective applicants by providing phone and email addresses to access an application.**

**Data Reported:**

School District 27J has an application available for prospective applicants in the Charter School Section of the SD27J website under Our Schools. Resources on that website include: [The Charter Application Guide](#), [Superintendent Policy LBD - Charter Schools](#), [Superintendent Policy LBD-R - District Relations with Charter Schools](#), and [Superintendent Policy LBD-E - Intent to Apply to Become a Charter School](#).

**Conclusion:** I report compliance.

6. **Fail to require a detailed and realistic financial plan and analysis by the applicant which shall include:**
  - a. **Provision for placing three percent of the operating or three percent of the capital budget in a TABOR reserve fund**
  - b. **Cash flow projections for the first year displayed month-by-month and a plan to fund any cash-flow shortfalls**

*I interpret financial plan to mean how the applicant will afford to achieve its strategic goals and objectives.*

**Data Reported:**

Both applications satisfied the financial requirements listed above. Executive Leadership reviewed both applications and requested additional information from the STEAD School regarding their financial plan. The information was submitted and Executive Leadership recommended approval to the Board of Education following their review on September 20th, 2019.

**Conclusion:** I report compliance.

7. **Fail to assess the viability of a charter school applicant by assuring that the following requirements are appropriately addressed before a favorable recommendation can be given:**
  - a. **An analysis of the monetary impact on the district budget, with the consideration of the impact the new charter school will have on the education of students in other district schools.**

*I interpret viability to mean capable of being successful in all aspects of operating a charter school.*

*I interpret monetary impact to mean the fiscal or financial result.*

- b. An impact statement of the proposed school, given its proposed location, on neighborhood schools and other charter schools.**

*I interpret impact statement to mean brief narrative statements which summarize significant outcomes that the opening of the charter school will have on neighborhood schools and other charter schools.*

- c. Documentation that substantiates that current availability to the program is limited and that demonstrates sufficient commitments to attend the school by students who are eligible to attend.**
- d. Description of a program of study or curriculum, including whether the program or curriculum currently exists in the district as a whole or in the geographic area of the district where the charter school proposes to locate or is in high demand with little or no space available.**

*I interpret curriculum to mean the set of courses, and their content, offered at a school or university.*

- e. Documentation that the proposed school has located a prospective site or sites that is/are sufficient for the program is/are financially feasible, and is/are likely to meet the criteria for site development in the district.**
- f. Description of how the proposed school addresses the needs of at-risk students**

*I interpret at-risk students to mean those that have a higher probability of academic failure based on conditions or circumstances in their lives that could impact their educational success.*

- g. Description of how the needs of identified special needs students are sufficiently addressed according to law and policy.**

*I interpret special needs students to mean individuals who require assistance for documented disabilities.*

### **Data Reported:**

The Executive Leadership Team reviewed both the STEAD School application and the Capstone Academy applications on September 16th, 2019 to assess the viability of the



proposed charter schools. Additional and clarifying information was requested by the Executive Leadership Team to the STEAD School team which was received on September 20th, 2019 and satisfied the requirements above. The Executive Leadership Team recommended to the Board of Education that both applications be approved with proposed conditions to be satisfied prior to the execution of the contract.

The STEAD School conditions:

- The STEAD School will have a nutrition program that provides affordable and nutritious meals for all students including those that would typically qualify for free and reduced priced meals in the National School Meals Program.
- The STEAD School will match the demographics of the 27J neighborhood schools.
- The STEAD school will open no later than September of 2021

The Capstone Academy conditions:

- The Capstone Academy will match the demographics of the 27J neighborhood schools
- The Capstone Academy will open no later than September of 2021

**Conclusion:** I report compliance.

**8. Fail to collaborate with new charter applicants to mutually agree to reasonable timelines for consideration of their application.**

**Data Reported:**

District staff has worked with both of the founding boards from each charter applicant (The STEAD School and Capstone Academy) to coordinate the application and contract timelines and schedules. Charter School Liaison meets twice monthly with Kevin Denton, Principal of the STEAD School, to address questions and issues related to Year Zero. Principal Denton also participates in monthly Charter School Principal Collaboration meetings. The principal for Capstone Academy has not yet been hired and will be afforded the same opportunities. Charter School Liaison attends Quarterly Charter School Authorizers meetings and conference calls specific to Year Zero issues.

**Conclusion:** I report compliance

## **Existing Charter Schools**

**In regard to existing charter schools, the superintendent may not:**

- 1. Fail to monitor the charter school environment and ensure that their students and public are treated according to policy 3A.**

*I interpret monitor to mean systematically checking for incorrect or unfair conduct.*

*I interpret charter school environment to mean the students, staff, administration, parents and community members.*

*I interpret students to mean those persons officially enrolled in the academic program of the charter school.*

*I interpret public to mean relating to or concerning the people at large or all members of a community.*

**Data Reported:**

District-authorized charter schools agree in their contracts to submit regular reports to the Charter School Liaison and all have submitted data and evidence specific to this monitoring report. Starting in July, 2020 the charter school principals have met monthly with the liaison for one-on-one conversations and attended their first monthly charter school collaboration meeting on Tuesday, September 15th. The purpose of these meetings is to collaborate between school leaders and district staff, collaborate with each other, and to have conversations about topics impacting multiple charters. Charter school principals are invited to participate monthly in 27J District Leadership Meetings. The Charter School Liaison attends charter school board meetings at least once quarterly to ensure accuracy and completion of school environment reports to their respective boards.

All charter school student and family handbooks include student code of conduct approved by the Director of Intervention Services (see additional items).

There were no official complaints of the charter schools authorized by School District 27J during this reporting period.

**Conclusion:** I report compliance.

- 2. Fail to monitor progress toward goals at least twice each year for charters in their first two years of existence and yearly in the school accountability plan of all other charter schools.**

*I interpret school accountability plan to mean the document or documents and supporting evidence outlining protocols and procedures the school will use to document student achievement and progress.*

**Data Reported:**

All charter schools have complied with their contracts by submitting their Unified Improvement Plans in accordance with the District's protocols and timelines for submission for all schools. Each charter school submitted their one page summary of their plans in October, 2019 to the District Accountability Committee. Each charter school presented those plans and collected feedback from the committee as scheduled through March, 2020. The final UIP was submitted to the District in December, 2019.

All UIP short forms are attached to this report.

**Conclusion:** I report compliance.

- 3. Fail to require, review, and analyze quarterly financial reports from each charter school, including an annual audit of all of the charter school accounts conducted by a licensed and accredited auditor approved by the district.**

*I interpret quarterly financial reports to mean financial statements, including a balance sheet and statement of revenues and expenditures.*

*I interpret annual audit to mean an independent, outside audit by a certified public accountant of financial and administrative operations on an annual basis that complies with state requirements.*

**Data Reported:**

Effective July 1, 2010, the Public School Financial Transparency Act (the Act) requires any 'local education provider' to post certain financial information online, in a downloadable format, for free public access. Included in the requirements are quarterly financial statements commencing with the statements for the 2010-11 budget year. The websites for each charter school are checked for compliance and quarterly financial reports are reviewed to ensure compliance with the statute.

The Local Government Audit Law (C.R.S. 29-1-601 et seq) requires Colorado local governments to have an annual audit of their financial statements. The law states that the audit must be performed by an independent Certified Public Accountant (CPA) and be in accordance with generally accepted auditing standards.

Charter school audits are to be submitted annually beginning fiscal year ending June 30, 2012. The annual deadline for submission to 27J is September 30th. The charter school audits must be submitted to the Colorado Department of Education and the State Auditor's Office. All School District 27J charter schools submitted a completed audit by September 30, 2019. Charter School Liaison has attended August and September, 2020

charter school board meetings where contracted CPAs have reviewed the 2019-2020 audits with their respective boards.

**Conclusion:** I report compliance.

- 4. Fail to inform the Board and place on the consent agenda any loans from the School District to charter schools.**

**Data Reported:**

No loans or repayment plans were made or entered into between the District and any charter school during the 2019-2020 school year.

**Conclusion:** I report compliance.

- 5. Fail to document, in writing, any discrepancies or deficiencies, whether fiscal, educational, or related to school climate, and the steps and timelines for correction and additional monitoring. Copies shall be provided to the charter school board chairperson and the members of the Board of Education.**

*I interpret discrepancies to mean a divergence or disagreement, as between facts or claims. I interpret deficiencies to mean a lack or incompleteness.*

**Data Reported:**

No discrepancies or deficiencies were noted during 2019-2020.

**Conclusion:** I report compliance.

- 6. Fail to assure compliance with the charter school contract.**

*I interpret compliance to mean observance of official requirements.*

**Data Reported:**

District staff has provided professional development and training in contractual, legal and student issues for all administrators of charter schools. The district charter school liaison attends charter school boards of directors' meetings. The charter administrators work with board presidents to provide training to meet district standards and to respond to matters of compliance. These training agendas are established based on the unique needs of each charter school board member.

Charter Schools reported on the following work with their respective boards:

**Belle Creek Charter School:**

- **Scheduled training/meeting dates:** August 19, September 16, October 21, November and December (TBA). Meeting times from 8:45-10:00.
- **Board goals:** (a) to create a policy handbook that's procedural and aligned; (b) to establish Board goals for the year and (c) to develop strategic planning sessions for long term stability
- **Board will be trained by Dr. Rod Blunck-** with our Board being relatively new, training will cover By Laws, Policy and Procedures and school laws as it relates to charters.
- Both Assistant Principals attend all Board training when scheduled.

**Bromley East:**

- Board Retreat - July 2019 and January 2020
- CASB - December 2019

**Eagle Ridge Academy:**

This past spring the ERA Board of Directors hired a new head of school after Mrs. Mary Nell Stringer retired. Scott Richardson was selected as the new Principal/Head of School. In doing so, the board spent quite a bit of time bringing Mr. Richardson up to speed on the Policy Governance Model and ensuring a successful start of Eagle Ridge Academy. They also worked to provide a mentor role with Mrs. Stringer providing weekly sessions with Mr. Richardson. In addition to this, the Board of Directors has been looking deeply at the mission statement and global goals of Eagle Ridge Academy to ensure that the school is on the correct path and that items being evaluated by the board are current and relevant. The Board of Directors held their annual retreat this past June at which Dr. Fiedler was brought in to help us understand the options for Fall 2020 learning that the 27J School District had created and provide his insight and thoughts with respect to Eagle Ridge Academy. Additionally, the Board has been searching for additional members to join it to increase diversity and perspective in our ever changing landscape of today's education system and should soon have a new member. Finally, the Board of Directors has and will continue to attend the annual CASB conferences.

**Foundations Academy:**

- All board members participated in a Board self evaluation and NHA evaluations on 6/8/2020.
- Unfortunately due to COVID-19 the Board was unable to have their annual retreat. A couple Board members were also planning to attend the Colorado League of Charter Schools Conference, but due to its cancelation, that did not work out either.

**Landmark Academy:**

- All board members participated in a Board work session/retreat regarding governance and NHA evaluations on 7/9/19.
- Tim Gallagher National Charter Schools Conference \*22 online modules (board structure and responsibilities, special education, financial oversight, charter school finance, policy development, board relationships, pitfalls to avoid, charter school waivers, data driven decisions, accountability and program assessment, reviewing and supporting the administrator, professional development, renewal and accreditation, grant writing, communication, effective committees, board officer responsibilities, parental involvement, capital improvements, fund development resources, school improvement planning, additional best practices)
- NHA Evaluations National Alliance for Public Charter Schools CDC 7/9/19 7/1/19-7/3/19 1/21/20– 1/31/2020

The District Charter School Liaison continues to monitor the following section of the Foundations Academy contract, and the on-going non-compliance of enrollment detailed in Section 5.4.1 which states that *“the continuing intention to serve children who would qualify for free-and-reduced lunch program is substantially the same percentage as the surrounding District schools educating other 27J kindergarten through eighth grade students.”*

For the past several years, Foundations Academy has held relatively steady in free and reduced enrollment numbers with 19% in 2017-2018, 18% in 2018-2019 and back to 19% in 2019-2020. The numbers can be partially attributed to the composition of the community surrounding Foundations as it tends to be a neighborhood school because they do not offer transportation for their students.

**Conclusion:** I report noncompliance.

**7. Fail to inform the Board annually of the student achievement attained by charter schools, as well as regular public schools, using the same statistical analyses.**

*I interpret student achievement to mean the amount of growth exhibited by students during a one-year period.*

**Data Reported:**

All charter schools are required to participate in all mandatory state testing. Due to COVID, state testing was paused for the 2019-2020 school year. Subsequently, the Colorado Department of Education has indicated that all schools will retain their rating

from the 2018-2019 school year. All charter schools will retain a Performance Rating for the 2019-2020 school year.

The following charter schools elected to report on progress towards their goals to supplement this report:

**Bromley East:**

- Establishment of Leadership Team for purposes of supporting UIP and providing communication loop with staff
- Creation of flow chart to highlight the UIP goals for all stakeholders

**Eagle Ridge Academy:** Eagle Ridge Academy continues to show growth and progress towards the goals laid forth in our Unified Improvement Plan (UIP). The following items show the growth towards our goals:

- Eagle Ridge Academy has a 98% Graduation Rate.
- The school typically averages 60-65 students with one or more failing grades each semester. Due to the ability of teachers to provide review and reinforce previous instruction, that number dropped to 45 students in the Spring 2020 semester.
- Teachers were able to contact families weekly and inform them of student progress.
- ERA provided free summer school this year to enhance student opportunities to regain credit and stay on track for graduation.
- ERA provided social-emotional learning all throughout the 2019-2020 school year, including during the time we were virtual in the Spring.
- ERA ensured that all students were equipped for learning both in-person and virtual by providing devices to those students who needed them.
- ERA and Brighton high school collaborated with the district to honor and recognize grads and increase community buy-in and cooperation with schools and to improve community relationships.
- Communication was improved through social media and signage
- Unfortunately, we were not able to give the PSAT/SAT due to COVID-19 this past spring. Make-up testing is already scheduled and the vast majority of our students who missed out are set to take the test in late October.

**Foundations Academy:**

- We continue to improve our retention of teachers. 2018 – 16 teachers 2020 – 2 teachers
- We met all of our goals in spite of the early closure to school.
- The employee engagement data continues to increase as seen in the Glint Survey results.

- The use of data to drive instruction and to intervene with students continues to improve, along with students knowing expectation and setting personal learning goals.

**Conclusion:** I report compliance.

- 8. Fail to collaborate with existing charter schools applying for a renewal of their contact to mutually agree to reasonable timelines for consideration of their renewal application.**

**Data Reported:**

No contracts were up for renewal during this reporting period.

**Conclusion:** I report compliance.

- 9. Fail to require charter schools to submit revised budgets to the charter school administrator when their official October 1 count of students is more than 5 percent less than the projected student enrollment that has been submitted to the District.**

**Data Reported:**

A procedure is in place to monitor student enrollment counts and to require new budgets be submitted based on these enrollments. All Charter schools submitted their Charter School Board of Directors' adopted budget by June 30, 2020.

**Conclusion:** I report compliance.

- 10. Fail to provide to the Board documentation of the revised budgets of charter schools whose official October 1st count is more than 5 percent less than the projected student enrollment that has been submitted to the school district.**

**Data Reported:**

The Board of Education is provided documentation of charter schools official enrollment compared to projected enrollments. All Charter Schools are required to submit revised budgets to the district for approval based on October 1 student enrollment.

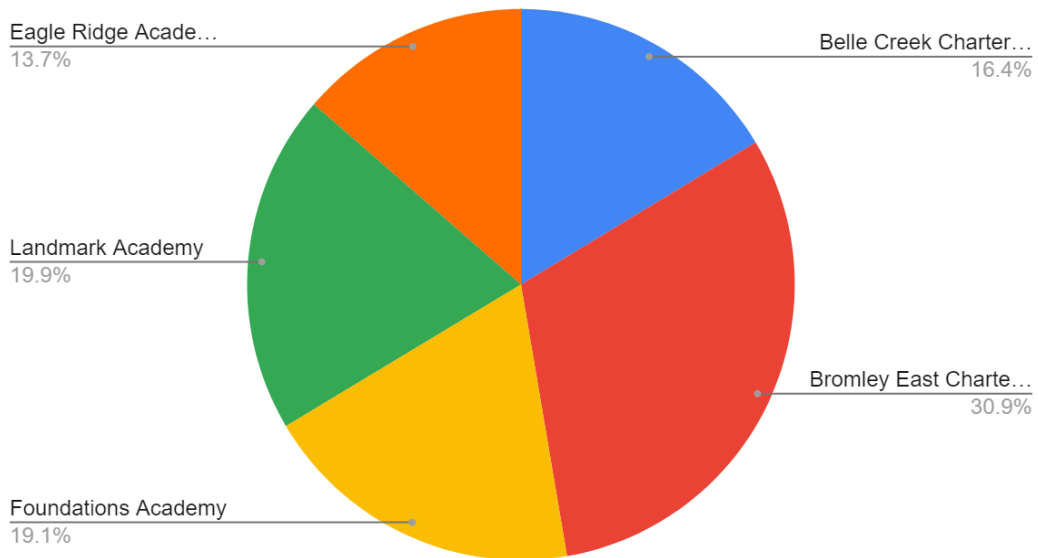
**Conclusion:** I report compliance.



## All Authorized SD27J Charter Schools Serving Students in 2020-2021

September, 2020 Enrollments				
School Name	Current Total	Percent	Waitlist Total	Projected Oct 1, 2020
Belle Creek Charter School	639	16.37%	0	709
Bromley East Charter School	1208	30.94%	56	1200
Foundations Academy	746	19.11%	176	747
Landmark Academy	778	19.93%	159	750
Eagle Ridge Academy HS	533	13.65%	46	520
<b>Total</b>	<b>3904</b>	<b>100.00%</b>	<b>437</b>	<b>3687</b>

Percent of All Charter School Enrollments by Charter School



### Teacher, Staff and Administration - September 2020

School Name	Teachers	New Teachers	Additional Support Staff	Administration	Total Staff
Belle Creek Charter School	35	6	37	3	81
Bromley East Charter School	58	5	52	7	122
Foundations Academy	34	3	22	4	63
Landmark Academy	25	9	19	4	57
Eagle Ridge Academy HS	25	3	8	3	39
<b>Totals</b>	<b>177</b>	<b>26</b>	<b>138</b>	<b>21</b>	<b>362</b>

Parent/Student Handbooks Including Student Code of Conduct	Unified Improvement Plans
<ul style="list-style-type: none"> <li>• <a href="#">Belle Creek Charter School</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Belle Creek Short Form</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Bromley East Charter School</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Bromley East Short Form</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Eagle Ridge Academy</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Eagle Ridge Academy Short Form</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Foundations Academy</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Foundations Short Form</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Landmark Academy</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Landmark Academy Short Form</a></li> </ul>