

MILWAUKEE
PUBLIC SCHOOLS

Charter School Application Guidebook

This document was produced by the Department of Contracted School Services and is accessible on the MPS website at
http://mps.milwaukee.k12.wi.us/en/Programs/Contracted-School-Services.htm

Revised April, 2018

Contents

I. About Milwaukee Public Schools . . . 1
Vision Statement . . . 1
Goals . . . 1
II. Office of School Administration . . . 2
Department of Contracted School Services . . . 2
Mission . . . 2
Vision . . . 2
Innovation – Support – Accountability . . . 2
III. About this Guidebook . . . 3
What is a Charter School? . . . 3
Types of Charter Schools in MPS . . . 4
Charter School Application Process in MPS . . . 4
IV. Charter School Proposal – Process and Timeline . . . 5
V. Charter School Petition – Process and Timeline . . . 6
VI. Request for Proposals (RFP) – Process and Timeline . . . 7
VII. Letter of Intent . . . 8
VIII. Capacity Interviews . . . 10
IX. Charter School Proposal/Petition Application . . . 11
Executive Summary . . . 11
Charter School Proposal or Petition . . . 11
X. Charter School Proposal/Petition Cover Sheet . . . 17
XI. Charter School Proposal/Petition Submission Checklist and Charter School Proposal/ Petition Statutory Requirements Checklist . . . 19
District Charter School Review Panel . . . 21
XII. Charter School Presentation . . . 22
XIII. Contract Negotiation . . . 22
XIV. Charter School Contact Information and Resources . . . 23
Notes . . . 24

I. About Milwaukee Public Schools

Mission Statement

Milwaukee Public Schools is a diverse district that welcomes all students, preparing them for success in higher education, post-educational opportunities, work, and citizenship.

MILWAUKEE PUBLIC SCHOOLS

Vision Statement

Milwaukee Public Schools will be among the highest student growth school systems in the country. All district staff will be committed to providing an educational environment that is child-centered, supports achievement, and respects diversity. Schools will be safe, welcoming, well-maintained, and accessible community centers meeting the needs of all. Relevant, rigorous, and successful instructional programs will be recognized and replicated. The district and its schools will collaborate with students, families, and community for the benefit of all.

1. Students come first.
2. Wherever students are learning is the most important place in the district.
3. Educators and school staffs have high expectations for all students and provide the foundation for their academic success.
4. Leadership, educator development, and child-driven data-informed decision making are keys to student achievement.
5. Involved families are integral to increasing student achievement.
6. Student voice is encouraged and respected.
7. Quality community partnerships add value.
8. Increased operational and financial efficiencies are consistently pursued to support learning opportunities for our students.
9. Central Services supports student achievement, efficient and effective operations, and student, family and community engagement.

Goals

Milwaukee Public Schools structures all of its efforts with three goals in mind.

Goal 1	Academic Achievement
Goal 2	Student, Family, and Community Engagement
Goal 3	Effective and Efficient Operations

II. Office of School Administration

Department of Contracted School Services

The Department of Contracted School Services (CSS) is part of the Office of School Administration, which ensures support, monitoring, and accountability for increased academic achievement, effective school operations, and meaningful family and community engagement in all schools within Milwaukee Public Schools. The Department of Contracted School Services monitors instrumentality and non-instrumentality charter schools and partnership schools.



Mission

The Department of Contracted School Services promotes innovative educational opportunities by recruiting and retaining high quality charter and partnership schools while providing assistance and accountability which supports schools' ability to effectively meet students' needs.

Vision

The Department of Contracted Schools will create a collaborative culture where high quality charter and partnership schools are given autonomy to effectively implement their educational programs while being held accountable for results that ultimately have a positive impact on the entire school district.

Innovation – Support – Accountability

The Department of Contracted School Services supports the development, successful implementation, and ongoing accountability of charter schools, partnership schools, and education programs within MPS. CSS is responsible for the continual oversight, performance evaluation, and compliance monitoring of these schools and programs.

The Department of Contracted School Services partners with operators to provide services to more than 25 school programs. CSS offers a variety of educational programs for students throughout the City of Milwaukee. The Department of Contracted School Services engages the district through the following means.

- Promotes innovative educational opportunities
- Increases high-quality choices for families
- Develops and replicates successful programs
- Provides oversight, performance evaluation, support, and contract accountability
- Develops and facilitates regional development projects

III. About this Guidebook

The purpose of this guidebook is to provide direction to prospective operators seeking to create a charter school for students in Milwaukee. It is expected that the successful prospective operator will establish a strong partnership with MPS and will fulfill its mission which is aligned to the mission and vision of MPS. Prospective operators should demonstrate the capacity to operate a high-quality charter school and should embody three goals that guide the district efforts.

- **Academic Achievement:** High standards, rigorous curriculum, meaningful instruction, and systems of support that meet student needs
- **Student, Family, and Community Engagement:** Engaged and empowered families and communities
- **Effective and Efficient Operations:** Sound fiscal, operational, and accountability systems

The *Charter School Application Guidebook* is designed for interested parties that seek charter school approval from Milwaukee Public Schools. This includes potential new charter school operators, existing charter school operators, and replicating charter school operators.

Information, processes, timelines, and resources are provided about the two types of charter schools and the three pathways to charter school approval in MPS.

What is a Charter School?



The Wisconsin charter school program was created in 1993 to provide research-based, innovative education opportunities for students under Wisconsin State Statute 118.40. A charter school is a public school that, in accordance with enabling state statute, is exempt from most provisions of Wisconsin Statutes, Chapters 115 through 121, except as otherwise explicitly provide by law, charter school contract, or Milwaukee Public Schools Administrative Policy and Procedure 9.12.

In return for more autonomy from state and local control, charter schools are to accept and be held to higher standards of accountability for achieving measurable student outcomes and other performance criteria outlined in the charter school contract. The portfolio of charter schools in MPS provides a variety of education options for families.

The purpose of a charter school within Milwaukee Public Schools is to:

- Increase student learning and achievement;
- Increase the available choices of learning opportunities for students;
- Build stronger working relationships among educators, parents, and community members with proven and effective educational programs that can be replicated in other public schools;
- Encourage the use of different and innovative learning methods;
- Provide greater autonomy in exchange for increased accountability; and
- Create innovative measurement tools.

Types of Charter Schools in MPS



All MPS charter schools have contracts with the Milwaukee Board of School Directors. MPS has two types of charter contracts: instrumentality and non-instrumentality. One significant difference between an instrumentality and non-instrumentality charter school is the status of the employees per Administrative Policy 9.12 (9)(a). In an instrumentality charter school, MPS employs all school personnel. In a non-instrumentality charter school, MPS may not employ any personnel in the charter school.

Other differences between instrumentality and non-instrumentality charter schools include facilities, legal status upon revocation of contract, and per-pupil allocation. These differences are detailed in both Wisconsin State Statute 118.40(7)(am) and MPS Administrative Policy 9.12 Sections (9) and (10).

Charter School Application Process in MPS

Pursuant to MPS Administrative Policy 9.12, "The Board may seek and consider proposals to establish an MPS charter school under this provision from parents, educators, community groups, nonprofit organizations, individuals, and combinations of these entities." A charter school application to MPS may be submitted in one of three ways.

- Charter School Proposal
- Charter School Petition
- Request for Proposal (RFP)

Milwaukee Public Schools requires charter school applications to include the following elements.

- Submission of a Letter of Intent (LOI)
- Capacity Interview
- Submission of Charter School Application
- Charter School Presentation
- Recommendation to the Milwaukee Board of School Directors

In addition to proposals from new operators, Milwaukee Public Schools supports the growth of quality charter schools by accepting applications from the following sources.

Charter School Replication Operators: Replication is the practice of a single operator opening additional high-quality charter schools that are each based on the same education model.

Charter School Expansion: Existing operators may seek to expand a charter school program by growing a grade level or increasing the enrollment in a high-quality charter school.

IV. Charter School Proposal – Process and Timeline

The charter school proposal is a process for seeking charter school approval from the Milwaukee Board of School Directors, and includes the submission of a letter of intent and a formal proposal for consideration and review. Different expectations exist for the different applicants. New operators who provide a well-developed, research-based proposal are more likely to be met with success through the application and start-up process. Existing operators should provide quality data that demonstrates the success of the academic, financial, and organizational performance of the school. Replicating charter school operators must demonstrate a sound, detailed, and well-supported growth plan, plus evidence of the ability to transfer successful practices.

Submission of a charter school proposal on or before January 5 will allow the Milwaukee Board of School Directors to consider the new charter school for start-up in July of the following calendar year.

The Department of Contracted School Services provides information, technical assistance, and support to interested parties and prospective operators who seek to develop a charter school proposal. The application and evaluation process is facilitated by the Office of Board Governance.

Charter School Proposal Process and Timeline

Activity	Description	Approximate Timeline
Letter of Intent	Submission of Letter of Intent	*November*
Capacity Interview	Prospective Operator interview prior to submission	*November*
Technical Assistance	Technical assistance provided by Contracted School Services	*Ongoing*
Charter School Proposal	Due by 5:00 p.m. to Office of Board Governance	*January 5*
Presentation	Prospective Operator may be invited to present the proposal to the Charter School Review Panel	*January*
Recommendation	Charter School Review Panel reviews and makes a recommendation	*January*
Public Hearing	Proposal presented to the Milwaukee Board of School Directors	*February*
Contract Negotiation	Operator and CSS, in consultation with the City Attorney and Office of Board Governance	*March*
Public Hearing	Contract presented to the Milwaukee Board of School Directors	*April*
Planning Year	Technical assistance provided	*July – June*
Opening of School	The new charter school will schedule opening in fall of the next school year	*August*

**Please note that this schedule may be subject to change.*

V. Charter School Petition – Process and Timeline

The charter school petition is a process for seeking charter school approval from the Milwaukee Board of School Directors by submitting a letter of intent and a formal proposal for consideration and review. According to Administrative Policy 9.12, "the petition shall be signed by at least 10% of the teachers employed by the school district or by at least 50% of the teachers employed at one school of the district." The petition must include the proposal criteria as outlined.

Submission of a charter school petition on or before January 5 will allow the Milwaukee Board of School Directors to consider the new charter school for start-up in July of the following calendar year.

Prospective operators submitting a charter school petition will be scheduled for a public hearing at a Milwaukee Board of School Directors Committee meeting within 30 days of receipt of the charter school petition. Petitions may be for either instrumentality or non-instrumentality charter schools.

The Department of Contracted School Services provides information, technical assistance, and support to interested parties and prospective operators who seek to develop a charter school petition. The application and evaluation process is facilitated by the Office of Board Governance.

Charter School Petition Process and Timeline

Activity	Description	Approximate Timeline
Letter of Intent	Submission of Letter of Intent	*November*
Capacity Interview	Prospective Operator interview prior to submission	*November*
Technical Assistance	Technical assistance provided by Contracted School Services	*Ongoing*
Charter School Proposal	Due by 5:00 p.m. to Office of Board Governance	*January 5*
Presentation	Prospective Operator may be invited to present the proposal to the Charter School Review Panel	*January*
Recommendation	Charter School Review Panel reviews and makes a recommendation	*January*
Public Hearing	Proposal presented to the Milwaukee Board of School Directors	*30 days after submission*
Contract Negotiation	Operator and CSS, in consultation with the City Attorney and Office of Board Governance	*March*
Public Hearing	Contract presented to the Milwaukee Board of School Directors	*April*
Planning Year	Technical assistance provided	*July – June*
Opening of School	The new charter school will schedule opening in fall of the next school year	*August*

**Please note that this schedule may be subject to change.*

VI. Request for Proposals (RFP) – Process and Timeline

The Board has established the Request for Proposal (RFP) process to establish charter schools authorized by Milwaukee Public Schools. The RFP process was developed to seek new charter schools that meet specific needs and priorities of the district, established by the Superintendent and the Board each year. The RFP process is intended to identify high-quality schools that accelerate academic outcomes for the targeted student population and fulfill the District's program needs.

When MPS seeks proposals for high-quality charter schools, the district will consider school proposals by communities that wish to assume more leadership and responsibility in the education process. MPS is more likely to consider the establishment of charter schools that show potential to:

- Provide new, high-quality innovative school programs for traditionally underserved or at-risk student populations;
- Institute programs that reduce or re-enter student drop-outs; and/or
- Offer autonomy to academically successful MPS programs that increase student achievement.

The Department of Contracted School Services provides information, technical assistance, and support to interested parties and prospective operators who seek to respond to the RFP. The District's Charter School Review Panel will evaluate the application according to the proposal criteria. The criteria for each RFP will be released online.

Request for Proposals Process and Timeline

Activity	Description	Approximate Timeline
Request for Proposals	District releases request for proposals	*October*
Informational Session	Questions and clarification to the RFP provided	*October*
Letter of Intent Due	Due by 5:00 p.m. to Office of Board Governance	*November*
Informational Meeting	Questions and clarification to the RFP provided	*November*
Proposal Due	Due by 5:00 p.m.	*January*
Presentations	Prospective Operator may be invited to present the proposal to the Charter School Review Panel	*January*
Recommendation	Charter School Review Panel reviews and makes a recommendation	*January*
Contract Negotiation	Operator and CSS, in consultation with the City Attorney and Office of Board Governance	*March*
Public Hearing	Contract presented to the Milwaukee Board of School Directors	*April*
Planning Year	Technical assistance provided	*July – June*
Opening of School	The new charter school will schedule opening in fall of the next school year	*August*

**Please note that this schedule may be subject to change.*

VII. Letter of Intent



The Letter of Intent (LOI) is a formal notice to Milwaukee Public Schools regarding an operator's intention to submit a new charter school proposal. The purpose of the LOI is to identify prospective applications so MPS can communicate with those applicants prior to application submission. A written LOI is required to be submitted to the Milwaukee Board of School Directors to initiate a proposal for a new charter school. The LOI is not binding; however, it must be on file prior to submitting an application.

The Letter of Intent must be completed by the prospective operator who is considering submitting a proposal for a new charter school.

A template for the LOI is provided and all information in the LOI is required information. The Letter of Intent must be signed by the prospective operator.

The Letter of Intent must include the following information.

- Name of proposed charter school
- Proposed location of charter school
- Type of submission (petition, proposal, or RFP)
- Type of charter school (instrumentality or non-instrumentality)
- Projected term of contract
- Planned opening year
- Proposed grade levels and student enrollment
- Description of the education program to include the mission, vision, education philosophy, and school culture
- Description of how the proposed charter school is aligned to the district goals
- Primary contact person, address, and contact information
- The legal name of the operator applying for the charter school
- Applicant team members
- Information regarding new and existing operators

Prospective operators will submit the Letter of Intent to the Office of Board Governance.

LETTER OF INTENT

A Letter of Intent (LOI) must be completed by the team of individuals and/or the operator considering submitting an application to the Milwaukee Public Schools Board of Directors to establish a charter school. Submit LOI to Office of Board Governance.

Name of proposed charter school:

Proposed charter school location:
Please indicate the address or neighborhood of the school location.

Type of submission: ☐ Petition ☐ Proposal ☐ RFP

Type of charter: ☐ Instrumentality ☐ Non-instrumentality

Projected term of contract: ☐ 3 years ☐ 5 years

Planned opening school year:

Proposed grade level(s) and student enrollment:

Academic Year	Grade Levels Served	Total Student Enrollment
Year 1		
At Full Capacity		

Describe the proposed educational program *(include mission, vision, education philosophy, and school culture).*

Describe how the proposed charter school is aligned to district priorities.

Primary contact person:

Address:

Day and evening phone numbers:

Email address:

Legal name of the operator applying for charter:

Applicant team members:

Do you currently operate a charter school in MPS, or have you in the past? ☐ Yes ☐ No

Do you currently operate a charter school with another authorizer, or have you in the past? ☐ Yes ☐ No

Applicant Experience – *If the applicant currently operates any other charter schools, please complete the following table(s).*

State	Number of Students Served	Total Number of Schools	Number of Elementary Schools	Number of Middle Schools	Number of High Schools

– For charter schools in Wisconsin only –

District	School Name	Grades Served	Current Enrollment	Year Opened

Signature | Date

VIII. Capacity Interviews

The prospective operator interview, prior to submitting a proposal, is the first step in building a partnership between the prospective operator and the district. The primary goal of the interview is to elicit information to determine whether an operator has the capacity to implement a high-quality charter school. This process provides the opportunity for the charter school operator to ask questions and explain the proposed educational program. Topics include, but are not limited to, the list below.

- Mission and vision of the school
- Student population
- Curriculum and Instruction
- Discipline policy
- Parent and community engagement
- Recruitment plan
- Governance structure
- Leadership
- Professional development
- Financial capacity
- Educational program
- Expected performance criteria



IX. Charter School Proposal/Petition Application

The charter school application process requires that a formal charter school proposal or charter school petition be developed and submitted for review and approval. An approved charter concept is the document that directs and guides a charter school's operations and is the charter school's commitment to provide a quality education from the inception. All information outlined in the template must be included when the charter school proposal/petition is submitted.

> **Important:** The charter school proposal/petition must be submitted in writing and shall be no more than 15 pages in length. Relevant supporting information should be attached as appendices. The printed copy must be accompanied by a USB flash drive containing the text of the proposal/petition and all appendices.

1. Executive Summary

An executive summary is a narrative that summarizes the big ideas of the proposed charter school concept. The Executive Summary is referenced in MPS Administrative Policy 9.12(3)(a). The Executive Summary shall be a maximum of two pages (separate from the 15-page proposal/petition) and must identify key items.

A. The name of the person seeking the MPS charter school
B. The applicant team developing the proposed program
C. Description of status as either a new charter school or an existing charter school
D. A description of the educational program to be offered
E. A description of the expected student outcomes

2. Charter School Proposal or Petition

Statutory Requirements – The elements of the Charter School Proposal/Petition outlined in this section are statutory requirements. The Proposal/Petition shall be no more than 15 pages in length and must include all required information outlined below. This page limit does not include the Executive Summary.

A. Application Team and Leadership

1. Name of the person seeking the MPS charter school.
2. Name of the person who will be in charge of the charter school and the manner in which administrative services will be provided; name of the person who will address charter contract issues on behalf of the school.
3. Indicate whether the charter school will be Teacher Led or Administratively Led.

Describe the experience and roles of the application team; include data to demonstrate a record of success serving a similar population. Describe the capacity of the proposed instructional leadership team to implement the proposed educational model with fidelity.

B. Mission and Vision

Include a description of the charter concept including mission, vision, and rationale for charter status with research supporting the concept. The mission is succinct, meaningful, and reflective of the targeted student population. The vision clearly articulates what the school will look like and accomplish in the short and long term, offering concrete examples of anticipated student outcomes. Together, the mission and vision should indicate what the school intends to do, for whom, and to what degree, differentiating it from other schools. Provide a clear picture of how students will be supported and developed holistically on a daily basis. Ensure that the vision is attainable and consistent with high academic standards, and has the ability to be operationalized and guide the daily work of school staff.

C. Educational Program

Provide a description of the educational program of the school and the school's leadership capacity to implement the proposed program. Describe the research-based curriculum methodologies and strategies to be implemented and attach supporting documents as Appendix A. Describe the specific programs and supports, beyond academic curriculum, that the school will provide to support students academically and emotionally. Provide a brief description of the proposed curricula and supporting materials for each subject and the rationale for curriculum development decisions. Describe the instructional strategies that will be implemented to support the education plan. Explain how the proposed instruction strategies support the mission, vision, and education philosophy of the school. Discuss how teachers will use different methods of instruction to meet the needs of all students. Describe how students will be assessed, what interventions will be offered, and the types of extended learning opportunities.

Describe the social and emotional needs that you anticipate among the targeted student population. Describe the programs, resources, and services that your school will provide to support students' social and emotional needs.

Students with Disabilities and English Language Learners – Explain how the proposed charter school will identify and meet the needs of students with disabilities and students who are English Language Learners (ELL), including curricula and instruction practices to accommodate the students.

Attainment of the Education Goals – Include the methods the school will use to enable students to attain the education goals under §118.02 and how this will be measured. Include the promotion and graduation requirements, as well as the manner in which bilingual, special education, guidance, library, and support staff services (i.e., diagnostic teacher, social worker, school psychologist) will be delivered to support the identified education goals.

Describe academic, nonacademic, and mission-specific goals and metrics for the proposed charter school. Provide an outline of clearly measurable annual achievement goals and objectives. Identify program-specific objectives and accountability measures to which the school agrees it will be held accountable. Include local assessments and attach as Appendix B.

Instruction Leadership – Describe how instruction leaders and teachers will administer, collect, and analyze the results of assessments to inform programmatic and instructional decision making. Explain how the school will continually communicate with parents and students about academic achievement and progress.

Research and Data

New Charter School Operators: Provide three examples of research-based evidence that support your concept and point to success for your educational program.

Existing Charter School Operators: Provide historical academic data for the past three years.

Replicating Operators: Provide student achievement results for each school. Discuss the short- and long-term plans for the charter schools within MPS. Explain, in detail, what makes the current school successful and the processes that will be in place to recreate success in the new school.

D. Governance, Community Support and Parent Involvement

Governance – Provide the structure of the governing body at the proposed school. Clearly explain the roles and responsibilities of the governing board and outline the effective governance practices to ensure organization viability. Describe the structure, composition, positions or titles, advisory councils, and parent involvement at the governance level. Include strategies for recruitment and a process for selecting the governing body. Describe how the governance structure will hold school leaders accountable as well as how it will evaluate itself. Describe procedures to be followed by the school to ensure parent involvement and the plan for addressing parent concerns. In addition, provide the qualifications sought for charter school board members and describe the role of parents on the board, including diversity and background.

Existing Operators and Replicating Operators: Explain your qualifications for establishing a high-quality charter school and include in your description evidence of the governing body and school leadership team's ties to and knowledge of the local community. Describe the organizational structure of the proposed school and include an organizational chart.

Community Support and Parent Involvement – Provide evidence of support for the proposed charter school among prospective parents and community partners; include letters of support in an appendix (Appendix Q).

Describe ways that the community might assume more responsibility/support for, or leadership in, the education process. Describe relationships with any partner organizations, including charter management organizations or education service providers.

Describe the role of the community partnerships that will provide services, supports, or opportunities for students. Describe your vision for establishing the school as a pillar in the community once in operation and explain how the school leadership team will execute this vision. Provide evidence of secured partnerships with local community-based organizations, businesses, community groups, institutions of higher education, and others that will support the students and families it intends to serve across the targeted community.

Describe the school's plans to share information on student progress with parents or guardians on an ongoing basis and promote their involvement in their students' education. Provide strategies for communicating with families who do not speak English. Describe plans to clearly and consistently communicate behavior expectations, consequences, and rewards to students and families. Describe programs and resources that the school will provide specifically to parents and families.

E. School Staffing Structure and Professional Development Plan

Certifications and qualifications of individuals employed in the school are required by state statutes 118.19(1) and 121.02(1)(a)2.

School Staffing Structure – Describe the strategy, process, and timeline for recruiting, hiring, and retaining the proposed school's teaching staff. Provide an organizational chart that includes the governing body and all employee positions as well as the anticipated number of positions in each job title over the charter term. Include a description of the succession plan when a change of leadership occurs. Articulate the skills, qualifications, and characteristics of the leadership team. In addition, identify any services that will be provided by personnel who are not on the staff of the school. Provide a sample of a teacher work week (Appendix H).

Professional Development Plan – Describe the school's goals and strategies for ongoing professional development. Describe how the professional development topics will be identified and how the professional development plan will be driven by data to improve teaching and learning. Describe the process for evaluating the impact of the professional development on students. Attach a professional development calendar (Appendix H).

Describe the professional culture of the new school. Explain how the school will establish and maintain this culture and how it will contribute to staff retention. Discuss how the faculty and staff will be involved in school-level decisions and in developing new initiatives. Discuss how the leadership will monitor and evaluate staff performance. Include the framework and process for conducting evaluations and delivering feedback.

F. Health and Safety

Describe the procedures and requirements the school will follow to ensure the health and safety of the students, including the steps to address safety concerns as they may arise. Provide details of the programs, resources, and services (both internal and external) to promote students' social, emotional, and physical health, including the needs of students in at-risk situations. Include details that reflect the anticipated needs of the student population the school intends to serve.

G. Recruitment and Admissions

List the public school alternatives for students who reside in the school district and do not wish to attend or are not admitted to the charter school.

Diversity Plan – Describe the target student populations and the strategies, procedures, and requirements by which the school will welcome and recruit a student body diverse in race, language, economic status, and special education needs reflective of the school district population. Attach a Diversity Plan (Appendix I) and a Special Education Plan (Appendix C) that describe the means by which the charter school will include students with special needs, including students with special education needs other than speech and language only, in the charter school's student population.

Enrollment and Admission – Describe the procedures and requirements for admission to the school. Describe the plans for student recruitment, school start-up, and growth. Provide details about initial enrollment and growth over time including predicted rate of growth. In addition, provide enrollment numbers and grade levels for each year of the charter period and explain the rationale for the enrollment plan. Include details about how the grade configuration fits within MPS feeder and progression patterns. Include details of all assumptions, risks, and risk responses associated with enrollment. Provide a process for admitting students in the event a lottery is used.

H. Financial/Programmatic Audits and Budget

Programmatic and Financial Audits – Describe the manner in which annual audits of the financial and programmatic (performance and compliance) operations of the school will be performed.

Budget – Provide a description of the school's process for developing and monitoring the budget, including the school's financial/internal controls. It is important to include a description of the school's system for maintaining a financially viable school, including contingency plans to meet financial needs if anticipated revenues are not received or are lower than estimated. Explain how the school will make certain that sufficient funds are available to cover any special education costs incurred, and any necessary transportation and nutrition costs.

A complete proposed budget for a detailed one-year and a high-level five-year plan must be attached to the charter school proposal/petition as Appendix M. The proposed budget should be aligned to enrollment targets and cover operational costs, staffing, facility plans, and so on. Include additional financial resources that may be needed for startup and beyond.

If revenue sources are anticipated beyond the per pupil allocation, including grants being sought, include the name of the grant, the duration of the grant, and plans for sustainability if/when the grant funding ends, and other contributions. Attach letters of financial commitments from these sources.

Additional Information

New Operators: Provide information about other funding sources that will demonstrate financial viability.

Existing Operators: Provide copies of audited financial statements and management letters for the past three years. Provide copies of the most recent internal financial statements including balance sheets, income statements, and revenue/expense statements. Provide a statement from the current authorizer verifying that the school is in stable financial health. In addition, provide a statement verifying that the school has a history of compliance with applicable laws and its current charter.

Replicating Operators: Explain how the school's finances will be managed and how the fiscal management within the network or among the replicated schools will occur. Indicate the school's estimated costs and revenues from the school's pre-operational startup phase through its fifth year of operation. In addition, provide a cash flow analysis for the first fiscal year of operation.

I. Discipline Guidelines

Describe the school's approach to discipline, behavioral intervention, and classroom management. Include the procedures for disciplining pupils. Provide a description of the proposed discipline guidelines and procedures that reflect school culture and include definitions of terms and major and minor levels of infraction. Provide a description of steps the school will take to develop a positive school culture and address strategies for positive support. Describe how these practices are implemented in the classroom and communicated with students and families. Attach these items as Appendix D. If the charter school proposes to use its own discipline guidelines, attach it as Appendix D.

J. Facility

Provide an overview of the space requirements needed to successfully implement the proposed school, including a description of how the proposed site will need to evolve to support the school as it grows. Provide a description of the school facility and include the location (if a site has been identified). If planning a shared facility, provide information regarding arrangements necessary for space accommodations and needs. Attach a copy of the lease, purchase term sheet, or letter of intent to purchase a facility, or the means by which the proposed charter school intends to lease or purchase, as Appendix N, if applicable.

Describe the community in which the school will be located. Include a description of the existing schools and the need for the proposed charter school in this community. Provide evidence that a demand exists for the proposed charter school in the community.

K. Liability

Liability Insurance – Provide the types and limits of the liability insurance, including all levels.

Liability of the School District – Describe the effect of the establishment of the charter school on the liability of the school district.

Existing Operators: Attach a copy of current insurance.

L. Accountability

Include an organizational chart describing authority, responsibility, and lines of reporting for nonacademic operations. Provide details for procedures to monitor academic, financial, operational, and legal compliance metrics.

Instrumentality or Non-instrumentality Charter School – Indicate whether the proposed charter school will be an Instrumentality or Non-instrumentality charter school. Indicate whether the school is submitting a Charter School Proposal or a Charter School Petition. Please note: Charter School Petitions must include the signatures of at least 10% of the teachers employed by the school district or by at least 50% of teachers employed at one school in the school district. Signatures must be attached to the Charter School Petition as Appendix O.

Contract Term – Provide the length of the contract term sought (1 to 5 years). Include the school year that the charter status is requested to begin.

Describe the continued outreach and engagement strategy leading up to school opening to ensure that the school successfully opens on time, ready to serve students and the community on day one.

M. Transportation Services

Describe the school's plan for transportation services. Specifically, state whether the charter school will contract with MPS for transportation services or whether it will implement its own plan. If the charter school proposes to implement its own guidelines, attach as Appendix K. Include how the operator will ensure compliance with applicable law.

N. Nutrition Services

Describe the charter school's plan for nutrition services. Specifically, state whether the charter school will contract with MPS for nutrition services or whether it will implement its own services. If the charter school proposes to implement its own guidelines, attach as Appendix L. Include how the operator will ensure compliance with applicable law.

O. Technology

Describe the charter school's plan for technology. Include network capacity, internet access, types of devices that will be available for students and staff, and the number of computing devices available for students. Describe how technology will be supported at the charter school.

List of Appendices

Additional information and documentation should be included as appendices. The pages in appendices do not count toward the 15-page maximum for the Proposal/Petition. A number of items, referenced in the Proposal/Petition template and narrative, must be included in the appendix, and are listed below.

Appendix A	Curriculum
Appendix B	Assessment Plan
Appendix C	Special Education Plan
Appendix D	Charter School Discipline Guidelines
Appendix E	Charter School Calendar
Appendix F	Student Day Start and End Times
Appendix G	Sample Student Weekly Schedule
Appendix H	Sample Teacher Work Week
Appendix I	Diversity Plan
Appendix J	Uniform Policy (if applicable)
Appendix K	Transportation Guidelines
Appendix L	Nutrition Guidelines
Appendix M	Charter School Proposed Budget and Optional Services Form
Appendix N	Lease or Purchase Term Sheet or Letter of Intent to Purchase a Facility
Appendix O	Charter School Petition Signatures (not required for proposals or RFPs)
Appendix P	Vitae and Contact Information of School Leader(s) and Applicant Team
Appendix Q	Letters of Support (financial commitment, community partners, parents, etc.)
Appendix R	Other Attachments (not identified above)

X. Charter School Proposal/Petition Cover Sheet

The charter school proposal/petition cover sheet is required when submitting the charter school proposal or charter school petition. All information on the cover sheet is required information. The charter school proposal/petition cover sheet includes an authorization statement which must be signed and dated acknowledging understanding of the statement.

The cover sheet provides a snapshot of the prospective operator to the charter authorizers and provides an overview of the proposal/petition.

CHARTER SCHOOL PROPOSAL/PETITION COVER SHEET

❶ **Name of charter school:**

❷ **Type of submission:** ☐ Petition ☐ Proposal ☐ RFP

❸ **Type of charter:** ☐ Instrumentality ☐ Non-instrumentality

❹ **Manner in which administrative services will be provided:** ☐ Teacher Led ☐ Administratively Led

❺ *If non-instrumentality:* Name of nonprofit corporation that will hold the charter:

_____

Has the corporation applied for 501(c)(3) nonprofit status? ☐ Yes ☐ No

❻ **Primary contact person:** _____

Title/Relationship to proposed school: _____

Mailing address: _____

Telephone: (day) _____ (evening) _____

E-mail address: _____

❼ **Planned academic opening school year:** _____

Term of charter requested (maximum 5 years): _____

School Year	Grade Levels Served	Total Student Enrollment Planned/Maximum
Year 1		
Year 2		
Year 3		
Year 4		
Year 5		

❽ **AGREEMENT** *(read and sign below)*

I understand the Milwaukee Board of School Directors reserves the right to give priority to petitions/proposals that directly address identified areas of need of targeted student populations within the district and to replicate currently successful schools. I certify that I have the authority to submit this petition/proposal and that all information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the petition/proposal process or revocation after award.

I understand that for non-instrumentalities, seat availability is based on Milwaukee Public Schools enrollment counts. In any year, seats may or may not be available.

Print Name

Signature | Date

XI. Charter School Proposal/Petition Submission Checklist and Charter School Proposal/ Petition Statutory Requirements Checklist

Prospective charter school operators should use the charter school proposal/petition template as a checklist to ensure that all required information is included in the proposal/petition. The charter school proposal/petition submission checklist includes:

- Contact information for technical assistance from the Department of Contracted School Services; and
- Proposal/petition format and content requirements to insure that the proposal/petition is complete and appropriate for review and consideration.

The charter school proposal/petition checklist may be helpful in ensuring that requirements of Wisconsin State Statue 118.40 (Charter Schools) is included and fully addressed in the proposal/petition.



APPLICATION CHECKLIST

Application Component		Applicant ✓	Reviewer ✓
General Requirements	Letter of Intent submitted by due date *and* cover sheet submitted with application		
Section 1. Executive Summary *Maximum of 2 pages*	A. Name of person seeking charter school		
	B. Applicant team developing the proposed program		
	C. Description of status as a new, existing, or replicating charter school		
	D. Description of educational program		
	E. Description of expected student outcomes		
Section 2. Application Criteria *Maximum of 15 pages*	A. Application team and leadership		
	B. Mission and vision		
	C. Educational program		
	D. Governance, community support and family involvement		
	E. School staffing structure and professional development plan		
	F. Health and safety		
	G. Recruitment and admissions		
	H. Finance/programmatic audits and budget		
	I. Discipline Guidelines		
	J. Facility		
	K. Liability		
	L. Accountability		
	M. Transportation Services		
	N. Nutrition Services		
	O. Technology		
List of Appendices	A. Curriculum		
	B. Assessment Plan		
	C. Special Education Plan		
	D. Charter School Discipline Guidelines		
	E. Charter School Calendar		
	F. Student Day Start and End Times		
	G. Sample Student Weekly Schedule		
	H. Sample Teacher Work Week		
	I. Diversity Plan		
	J. Uniform Policy (if applicable)		
	K. Transportation Guidelines		
	L. Nutrition Guidelines		
	M. Charter School Proposed Budget and Optional Services Form		
	N. Lease or Purchase Term Sheet or Letter of Intent to Purchase a Facility		
	O. Charter School Petition Signatures (if applicable)		
	P. Vitae and Contact Information of School Leader(s) and Applicant Team		
	Q. Letters of Support (financial commitment, community partners, parents, etc.)		
	R. Other Attachments (not identified above)		

District Charter School Review Panel

The District Charter School Review Panel works collectively to assess the quality of each application. For all three charter school application processes in MPS (Request for Proposal, charter school proposal, and charter school petition), a District Charter School Review Panel will review the charter school proposal/petition and make a recommendation to the Milwaukee Board of School Directors. The decision of the Panel shall be reached in collaboration and consensus. District Charter School Review Panel membership includes Board Directors, community members, and administration staff.

The District Charter School Review Panel will review the charter school proposal based on established evaluation criteria. The assignment of scores is solely for the purpose of informing the collaboration and consensus process.

During the review process, additional information from the prospective operator may be requested by the Charter School Review Panel. The prospective operator may be invited to provide a presentation of the charter school proposal to the District Charter School Review Panel. Upon completion of the review, the Charter School Review Panel will provide a recommendation of the charter school proposal to the Milwaukee Board of School Directors and the Superintendent.

RATINGS	
Exemplary	**6 –** Response is effective and includes great detail, examples, and evidence. Response demonstrates great expertise and experience. The proposal offers an approach which, with little or no risk, will yield a result that may exceed qualitative requirements. **5 –** Response is effective and includes good details, examples, and evidence. Response demonstrates good expertise and experience. The proposal covers a majority of the factors acceptably, contains no major deficiencies or risks, and the collective approach may yield a qualitative benefit beyond the minimum required.
Satisfactory	**4 –** Response is complete and includes details and specifics. Respondent demonstrates competence. The majority of factors meet standards; deficiencies are very minor in nature or are susceptible to easy correction. **3 –** Response is complete and includes details and specifics. Respondent demonstrates basic competence. The majority of important factors are acceptable but one or more factors is deficient with some minor risk involved it the correction thereof.
Unsatisfactory	**2 –** Response is insufficient and/or lacks some detail. The majority of factors for the item are deficient and their correction, either collectively or individually, poses a serious problem or has a "domino" effect on the other design features, or the approach poses a high risk without means for correction. **1 –** Response is insufficient and/or lacks some detail. The majority of factors for the item are deficient to the extent that a major reorientation of the proposal is necessary, or the approach described is undesirable and correction would require a major and material change in the proposal.
Not Scoreable	**0 –** Response is grossly incomplete, contains obvious discrepancies, or has illogical flow. The response is insufficient to effectively discern a score.

XII. Charter School Presentation

The purpose of the charter school operator's presentation is to provide additional information to the Charter School Review Panel. After the initial review of the charter school petition/proposal, the Charter School Review Panel may invite the prospective school operator to give a presentation. The presentation should last no more than 60 minutes and should include, but is not limited to, the following items.

- The mission and vision of the charter school
- Research-based best practices that will be embedded in the curriculum, and the impact this will have on students
- Description of a typical day for students and teachers
- How the growth of teachers will be supported through a professional development plan
- Details of how the community has been involved in the development of the charter school and the need for the school in this community
- Goals of the school over 3 years, 5 years, and 10 years

XIII. Contract Negotiation

After a charter school proposal is approved by the Milwaukee Board of School Directors, contract negotiation begins. The contract is based upon the approved proposal and the Board-approved model contract. The contract negotiation process takes place in collaboration with MPS Administration, MPS Board designees, Office of the City Attorney, and school representatives.

Contract negotiation usually entails a series of meetings, emails, and face-to-face discussions. Charter school operators are wise to seek legal counsel prior to signing the charter school contract. All parties must agree to the proposed charter school contract prior to Board approval. Since the contract serves as the documentation for expectations and requirements, it is recommended that the charter school administrator be provided with a copy of the contract and maintain it in the school office as part of the operational record.



XIV. Charter School Contact Information and Resources

MPS adheres to the principles and standards for contracting, performance evaluation, and compliance monitoring established by the National Association of Charter School Authorizers. The evaluation and monitoring of charter schools is based on specific performance standards and compliance criteria in three broad areas: Educational Performance, Financial Performance, and Organizational Performance. Charter school performance and compliance audits are conducted annually. Charter schools must also submit financial audits to ensure fiscal accountability.

Prospective charter school operators should contact the Department of Contracted School Services with any questions related to the application process. Other departments within MPS are able to provide assistance in their designated areas of expertise. Please visit the Department of Contracted School Services website to access additional resources to aid in the development of the charter school application.

- Administrative Policy 6.09, 6.32, 8.47, and 8.48
- Administrative Policy and Procedure 9.12
- MPS Budget Template
- Wisconsin State Statute 118.40 (Charter Schools)
- Every Student Succeeds Act (ESSA)

DEPARTMENT	PHONE	WEB SITE LINKS
Business and Transportation Services *Information for bus services*	414-475-8058	http://mps.milwaukee.k12.wi.us/en/Schools/How-to-Select-a-School/Transportation.htm
Communications and Outreach *MPS website development*	414-475-8585	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Operations/Communication-Outreach.htm
Contracted School Services *Technical support for application process*	414-475-8140	http://mps.milwaukee.k12.wi.us/en/Programs/Contracted-School-Services.htm
Curriculum and Instruction *District curriculum and online resources* *Bilingual education and English as a Second Language support*	414-475-8252	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Academics/Curriculum--Instruction.htm
Financial Planning and Budget Services *Charter school budget development*	414-475-8592	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Finance/Budget--Finance.htm
Facilities and Maintenance *Availability of district buildings and lease information*	414-283-4600	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Operations/Facilities--Maintenance-Services.htm
Innovation Development *Grant intent and development*	414-475-8260	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Innovation-Information/Innovation-Development.htm
Procurement and Risk Management *Liability and insurance information*	414-475-8010	http://mps.milwaukee.k12.wi.us/en/District/Vendors-Contractors/Vendors.htm
School Nutrition *Information on MPS nutrition services*	414-475-8370	http://mps.milwaukee.k12.wi.us/en/Families/Family-Services/School-Nutrition/Student-Nutrition-Wellness.htm
Specialized Services *Services to support the individualized needs of students*	414-438-3648	http://mps.milwaukee.k12.wi.us/en/Programs/Specialized-Services.htm
Student Performance and Improvement *State and local assessment information*	414-475-8258	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-Academics/Student-Performance-Improvement.htm
Student Services *Recruitment and enrollment of students* *MPS Student and Parent Handbook*	414-475-8692	http://mps.milwaukee.k12.wi.us/en/District/About-MPS/Departments/Office-of-School-Administration.htm

Notes