

# Instructions for the Replication Application

All applicants are required to complete and send a Replication Application (20 hard copies and an electronic version on a cd or flash drive) detailing the proposed charter school's educational framework and business plan. In the pages that follow are several guiding questions for the narrative. Below is a brief outline of the Replication Application contents, as well as directions for meeting the format requirements and deadlines.

## Replication Application Contents:

The Replication Application must contain the following information:

- Cover page: name and location of proposed school;
- Information sheet (see Appendix 2);
- Table of Contents, listing page numbers for each section of the narrative and attachments;
- A narrative, not to exceed 75 pages, following the attached Replication Application Narrative Outline;
- Leadership information for new school leadership;
- Attachments, not to exceed 50 pages;
- Assurances Form (see Appendix 2);
- Educational Service Provider Questionnaire (if applicable);
- Five-Year Budget (see Appendix 2); and
- Cash flow analysis for first fiscal year of operation.

Note: The narrative must follow the *Replication Application Narrative Outline*. Failure to do so may serve as grounds to reject an application.

If the applicant is a current Mayor-sponsored charter school, the Mayor's Office should have record of national criminal background checks having been done for all current board members and school leadership at the existing school. The leadership information requested above is only for new board members and school leaders.

## Replication Application Format

The Replication Application should adhere to the following format:

- Prepared on white, 8.5" x 11" paper;
- One-inch margins on all sides;
- Double-sided;
- No font smaller than 11-point;
- Paragraph formatting may not be more compact than standard single space; and
- Spiral bound (no binders, paper clips, or folders).

Be aware that the templates for the Information Sheet, Assurances Form, community partnerships, Education Service Provider Questionnaire, and budget are provided in Appendix 2 of this application packet. These must be submitted along with the Application.

The narrative of the Application should be limited to a discussion of the topics included in the *Replication Application Narrative Outline*. Additional information that supports the narrative may be included as attachments. Choice of attachments are up to the applicant, though they should be used to provide evidence, support a particular aspect of the application, or lend insight into the applicant and its

governing board members or management personnel. Examples of attachments in the Application include curriculum samples, academic standards, letters of support, financial statements, etc. All attachments should be numbered and clearly referred to in the narrative.

The Leadership Information, IRS 501c3 application, By-Laws, Articles of Incorporation, Educational Service Provider Questionnaire, first-year operational cash flow analysis, and five-year budget do not count toward the 50-page attachment limit.

## **Replication Application Deadline**

The Application must be received by the Office of the Mayor no later than noon on the date established by the Mayor's Office. Please mail or hand-deliver 20 spiral bound copies (do not include background authorization forms in spiral bound copies. Background forms should only be included in the unbound original), 1 clearly marked unbound original copy (with background authorization forms) and the document on a CD or flash drive (application and attachments need to be in one document on the flash drive or CD) to:

Office of the Mayor  
2501 City-County Building  
200 E. Washington Street  
Indianapolis, Indiana 46204  
Attention: Brandon Brown, Director of Charter Schools  
Tel: 317.327.3621

It is the applicant's responsibility to ensure all application materials, including the Application, reach the Office of the Mayor by the deadline to be determined. Failure to submit a timely Application may serve as grounds to reject an application.

# Replication Application Narrative Outline

## Section 1

### Core Question 1: *Is the educational program a success?*

- Provide AYP results for each school in the network.
- Have the schools in the network demonstrated success in raising student achievement levels by meeting/exceeding state or national standards for most students?
- What are each of the schools' graduation rates and post-graduation degree attainment?

### Core Question 2: *Is the organization effective and well-run?*

#### A. Capacity to Replicate

- Discuss your group's short- and long-term replication plans for Indianapolis and the state of Indiana.
- What resources does your group have to replicate the school you are currently applying for?
- What resources does your group have, and what resources do you foresee needing in the future, to reach your long-term replication goals?
- Explain, in detail, what makes the current school successful and the processes that have been put in place to recreate the success in replicated schools.
- Have any charters previously been revoked by any other authorizer?
- Have any charters been rejected for renewal?
- Do any of the schools have any issues related to legal compliance?
- Do any of the schools have any issues (legal or otherwise) related to accessibility (e.g., special needs, open enrollment processes)?
- Complete and submit the "Replication Application Chart" located in Appendix 2.
- If applicant is an Indianapolis-operating charter school applicant that proposes to switch authorizers, you should also submit the following:
  - A brief, written statement describing the reasoning behind wanting to change sponsors;
  - All review/prior reports conducted by its current sponsor; and
  - The current charter.

#### B. Need

- What needs have been seen in the current school(s) that you believe warrant the replication of this model?
- Explain the need for this particular school in the community it will serve and the need with regards to the target student population.
- Strong answers to this question should go beyond a simple analysis of school district statistics or a general discussion of school choice.

#### C. Governance and Management

- Explain your collective qualifications for establishing a high quality charter school in Indianapolis and taking stewardship of public funds.
- Include in your description evidence of the Board of Directors and school leadership team's ties to and knowledge of the local community.
- Describe the organizational structure of the proposed school, including an organizational chart.
- Include copies of the following organizational documents
  - Articles of incorporation,
  - By-laws; and

- Evidence that the applicant has been determined by the Internal Revenue Service to be operating under not-for-profit status or evidence that the applicant has applied for such status.
- Describe the roles and responsibilities of the school's leader(s), the Board of Directors, and other key personnel.
- If any other individuals have been integral to the development of the school, clarify their future roles with the school.
- Attach leadership information (resumes and memoranda) for new members of the Board of Directors, the school's leader(s) and identified school staff members (if selected). See Appendix 1 for more information.
- If the school is a current Mayor-sponsored charter school, the Mayor's Office should have all of this information for all school leadership. If the school is bringing on new individuals, those individuals must submit the referenced information.
- Signed background check authorization forms, with social security numbers, must only be included in the unbound original copy of your Application. Do not include background check authorization forms in spiral-bound copies of the Application.

### **Questions specific to the Board of Directors**

- Present evidence of the board's competence in their oversight. Provide the length of time each board member has served and turnover unrelated to term limits. If you are not a current Mayor-sponsored charter school, also provide board policies.
- Describe the process by which the Board of Directors will develop policies and make decisions.
- Provide board meeting minutes that indicate the board's interest in pursuing replication.
- Briefly detail your recruitment, selection, development, and succession plans for board members.
- Provide a summary of the roles and responsibilities of the board in relation to the school's leader(s), and educational management organization, if applicable. Discuss the role distinctions as they relate to curriculum, personnel decisions, budget allocation, and vendor selection.

### **Questions specific to the school leader and personnel**

- Describe any plans for further recruitment of school leader(s) and other key personnel.
- Provide detailed information on which staff or school leaders, if any, will transition into a different position with the addition of a new school. Explain the timeline for that transition and how the network will ensure new staff will be trained and prepared to step into those vacant positions.
- Describe in detail the criteria for the selection of a high-quality leader if the leader has not already been selected.
- Explain criteria the Board of Directors will use to hold the school leader accountable.
- Provide a detailed succession plan for the school leader.

### **Questions specific to Educational Service Providers**

- If the board is proposing to contract with an Educational Management Organization (EMO) or Charter Management Organization (CMO), the EMO or CMO must complete the Educational Service Provider Questionnaire located in the appendices. Include the information from the questionnaire as an attachment to the application.
- Provide a detailed description of how the board will hold the EMO/CMO accountable, and what consequences will occur if the EMO/CMO does not meet the standards set forth by the board.

## **D. Financial Management**

- Explain how the school's finances will be managed. How will fiscal management occur within the network or among the replicated schools?

- Describe the fiscal controls and financial management policies the school will employ to track finances in its daily business operations.
- Describe how the school will develop its annual budget.
- Describe any planned fundraising efforts and who will lead these efforts.
- If the school plans to contract with an outside provider, detail who the provider is, and what services will be contracted.
- Provide evidence of the fiscal health of the other schools in the network. Are any of the schools on fiscal probation or in bankruptcy?

## **E. Budget**

- 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. (Note that all budget analyses should assume a July 1 – June 30 fiscal year.) Sample five-year budget first operational year budget templates are included in this packet in Appendix 2. Please include the budgets as the first two appendices in your replication application.
- Include any committed contributions or in-kind donations of goods or services to be received by the charter school that will assist in evaluating the financial viability of the school. In the budget, you should only include those grants or in-kind donations which have already been firmly committed. A letter of commitment from funders must be included in the attachments for any fundraising revenue.
- If you are planning to pursue certain grants or donations but have not yet received a commitment for these contributions, do not include them in your budget – instead, provide a description of these potential contributions in your narrative (including the source, estimated amount of contribution, and expected date of receipt if known).
- Budget assumptions should be highly detailed, explaining the rationale for each line item within the budget. (For example, details regarding average staff salary, costs for materials and supplies, rent and/or construction costs, special education services, technology, etc. should be explained thoroughly.) Provide assumptions for both revenue and expenditures.
- Replication applications submitted without assumptions or with limited detail will be rejected.
- Detail your contingency plans should you experience a budget shortfall, low student enrollment or other operational difficulties.
- Explain how the school will make certain that sufficient funds are available to cover a) any special education costs incurred and b) any transportation costs necessary to ensure the school will be both open and accessible.
- Remember that it is prudent to be conservative in your assumptions for the amount of funding you expect to receive per pupil.

## **F. Risk Management**

- Provide a description of the risk management philosophy and approach to minimizing liability of the charter school, its governing board members and employees.
- Schools receiving a charter from the Mayor of Indianapolis will be required to indemnify the City of Indianapolis, the Mayor's Charter Schools Advisory Board, related entities and their respective officers, employees and agents.
- In addition, charter schools must obtain liability insurance coverage. The applicant should provide evidence from an insurer of its ability to obtain liability insurance coverage in the amounts set forth below; however, an applicant may provide a written justification if it is unable to obtain, or believes it unnecessary to obtain, insurance coverage in the following recommended amounts:
  - Commercial General Liability: \$1,000,000 per occurrence; \$2,000,000 aggregate

NOTE: SUCH COMPREHENSIVE GENERAL LIABILITY INSURANCE MUST EXPRESSLY COVER CORPORAL PUNISHMENT LIABILITY AND ATHLETIC PARTICIPATION MEDICAL COVERAGE.

- Directors' and Officers' Liability/ Educators' Legal Liability/ Employment Practices Liability: \$1,000,000 per occurrence; \$3,000,000 aggregate
- Sexual Abuse Liability: \$1,000,000

NOTE: SEXUAL ABUSE LIABILITY MUST BE A SEPARATE POLICY OR A SEPARATE COVERAGE PART WITH LIMITS INDEPENDENT OF OTHER COVERAGE PARTS IN THE GENERAL LIABILITY POLICY.

- Automobile Liability: \$1,000,000 combined single limit
- Umbrella (Excess Liability): \$5,000,000 per occurrence; \$5,000,000 aggregate

NOTE THAT THE UMBRELLA POLICY MUST INCLUDE: COMMERCIAL GENERAL LIABILITY, DIRECTORS' AND OFFICERS' LIABILITY/EDUCATORS' LEGAL LIABILITY/EMPLOYMENT PRACTICES LIABILITY, AUTOMOBILE LIABILITY AND SEXUAL ABUSE LIABILITY.

- Workers Compensation Liability: As required by Indiana law
- Provide an estimate from an insurance agent/broker for the insurance coverage (with a minimum A-BEST rating) identified above (or such other coverage amounts as the charter school would be able to obtain).
- For school's that plan to serve large populations of students with exceptional needs, has liability for malpractice and due process been assessed and addressed in the budget and risk management plan?

**Core Question 3: *Is the school meeting its operations and access obligations?***

**A. Support for Learning**

If support for learning will differ from the current Mayor-sponsored charter school, or you are not a current MSCS, please provide the following:

- Describe the type of school culture the school aims to develop. Explain the strategies the school will employ to develop a positive culture that is supportive of students, faculty and families.
- Describe the school's philosophy regarding student behavior and discipline for the general student population and special needs students. Summarize the school's discipline policy or code of conduct (the full policy, if developed, can be included as an attachment).
- Detail how the school plans to build and maintain family-school partnerships that focus on strengthening support for student learning, improving communication, and encouraging parental involvement in school operations.
- Describe how parental satisfaction will be gauged and the process for gathering and publicizing parental satisfaction results.
- Provide parent satisfaction for all current schools, both current and historical data.

**B. Special Student Populations**

If processes for special student populations will differ from the current Mayor-sponsored charter school, or you are not a current MSCS, please provide the following:

- Describe the school's approach to educating children with limited English proficiency, children with special needs, students who enter below grade level and students who are academically advanced.
- Describe with specificity how the school will identify children with special needs, develop plans for their education, and monitor their progress.
- Explain why you have selected your procedures, the expectations of staff and families, as well as your methods of providing follow up and feedback data to all necessary stakeholders.
- Explain who will carry out these responsibilities— the school's staff or outside providers.
- If the school anticipates joining an existing cooperative (or partnering with some other entity) to provide special education services, describe what action, if any, you have taken toward that end.
- If outside vendors will be used, outline expectations and evaluation procedures for these vendors. Pursuant to federal (34 CFR Part 300) and state (511 IAC Article 7) special education regulations, describe the continuum of special education services (including related services) the school will make available to eligible students.
- Describe how topics related to exceptional learning needs will be embedded in professional development plans for all staff. Be sure to include staff structures, student to teacher ratios, and procedures for general and special education staff collaboration, roles, and responsibilities.
- Describe how the school's educational program will serve students with limited English proficiency. Include staffing and how the curriculum will be modified for English language learners.
- Describe how the school's educational program will serve students that enter the school below grade level. What specific supports will be available for these students?
- Describe how the school's educational program will serve students that are academically advanced. How will the school continue to grow advanced students, while at the same time working with students that are below grade level?

### **C. Enrollment / Demand**

- Indicate the number of students that will be enrolled each year in each grade level.
- Explain in detail your rationale for selecting this particular school size, and provide evidence that the demand for your school is sufficient to sustain projected enrollment figures. Include copies of surveys and outcomes of the surveys.
- Provide the student enrollment (target vs. actual), attendance, and retention rates for each current school in the network.
- Summarize the recruitment process and explain how the school and its program will be publicized and marketed throughout the community as you seek to attract students to your school.
- Explain exactly what the school's enrollment process will be, including how the school will allocate seats if demand exceeds capacity.

### **D. Facility**

- If you have already identified a charter school facility, indicate the location (including street address and school district). Describe the facility, including whether it is new construction or part of an existing public or private school building.
- Provide a detailed breakdown of any anticipated construction or renovation costs (these should be discussed in the text and reflected in your budget).
- If the charter school or its applicants or partners would own or lease its facility, provide a description of the ownership or lease arrangement of the facility, including any potential conflicts-of-interest and arrangements by which such conflicts will be managed or avoided. Include name of bank or lender, rate, term, and status (loan approved, in negotiations, assumed).

- If possible, provide a layout and description of the proposed charter school facility. Include the number and size of the classrooms, common areas, recreational space, any community facilities, and any residential facilities.
- Explain how the facility will meet the needs of students who are physically challenged.
- If a facility has not been selected, indicate any existing possibilities and the process that will be used to find a suitable facility. Include a timeline for facility selection and requisition.

**Core Question 4: *Is the school providing the appropriate conditions for success?***

**A. Mission**

- Explain the mission of your proposed charter school. Provide a clear and concise statement that defines the purposes and nature of the school.

**B. Educational Model**

- Describe the success of the current educational model.
- Discuss how that model will work with the student population you wish to serve with the replicated school.

If the educational model will differ from the current Mayor-sponsored charter school, or you are not a current MSCS, then provide the following information for the proposed school:

- Describe the school calendar (including the number of days the school will be in session)
- Describe the way the school day will be organized for instruction, independent study, and extra- or co-curricular activities, if any.
- Summarize a day in the life of a student at the proposed school.
- Summarize a day in the life of a teacher at the proposed school (include the number of instructional hours, number of classes, number of planning hours, and other responsibilities at the school).

**C. Academic Standards**

If the academic standards will differ from the current Mayor-sponsored charter school, or you are not a current MSCS, please provide the following:

- Applicants must build their curriculum on the Indiana standards and may adopt additional standards that meet or exceed the Indiana standards. Provide examples of “exit standards” for three areas: mathematics, English language arts and one other subject area of your choice.
- Exit standards should give reviewers a clear sense of what students in the last grade you anticipate serving will know and be able to do in order to successfully complete your program.
- Describe the school's policies and standards for promoting students to the next grade, or grouping level.
- Also, choose a grade and subject area to demonstrate how any additional standards meet or exceed Indiana’s standards.

**D. Curriculum**

- Provide a description of the curriculum that will be used by the school, including the objectives, content, and skills to be taught in the main subject areas at each grade level (or performance level, grade level, etc.) in your school.
- Explain how the curriculum is aligned with Indiana state standards.
- Provide two sample lessons (from two different grade levels) that demonstrate how the school’s educational model and mission play out in the classroom. In your sample lessons, indicate how the curriculum is aligned with Indiana standards and the school’s additional standards.

- Explain how limited English proficient learners, students with special needs, and students who enter the school below grade level will be engaged in and benefit from the curriculum.
- Identify the specific textbooks, teaching pedagogies, curricular programs and/or sequence that will comprise the schools' curriculum for all subjects and grade levels.

### **E. Assessment**

- Describe how student progress will be determined, measured and reported. As a starting point, charter schools in Indiana are subject to mandatory assessment and testing requirements applicable to all Indiana public schools. Please indicate whether, in addition to administering state-mandated standardized exams, the school will also use additional or multiple assessment tools to determine and report student progress.
- Explain why particular measures have been chosen, how baseline achievement data will be collected, in which subject or development areas such data will be collected, and which assessment tools will be used.
- The outline of the assessment approach should detail reporting mechanisms for assessment information and indicate which audiences will receive this information, as well as the frequency of reporting.
- The outline of the assessment approach should also describe how assessment information will be used to continuously improve instruction, student learning and individual development and how the school will engage students who are working at levels that are either (a) above or (b) below the school's performance standard.
- Provide the plan for disaggregating achievement data specific to all exceptionality areas and disproportionality.

### **F. Human Resources**

- Indicate the number of teachers and other school staff to be hired. If necessary, describe the job position.
- Describe the qualifications and attributes of an ideal teacher for the proposed school and how these qualifications will support the mission and promote effective student learning.
- Provide a plan for ensuring that recruitment and selection procedures will reinforce these desired qualities in the school's faculty.
- Describe the school's process for attracting and retaining great human capital.
- Also describe plans for developing and implementing an effective professional development program.
- Detail how the staff evaluation system will support the school's mission and educational model.
- Indicate the compensation structure for teachers and staff and list the benefits that will be provided to them (including health insurance, retirement benefits, and liability insurance). Please be as specific as possible.
- Describe the school's plan for staffing special education, including the necessary qualifications of special education staff.

## **Section 2**

### **A. Goals**

- Central to the accountability system is the *Performance Framework*, which defines the core areas for which schools are accountable. This framework will measure school performance by indicators common for all schools chartered by the Mayor's Office. In addition, the *Performance Framework*

leaves a placeholder for measuring the attainment of educational and organizational goals unique to each school.

- The Mayor's Office expects charter schools to have a detailed understanding of the Performance Framework, hold themselves accountable to the framework, and be able to objectively reflect on their performance.
- Using the Performance Framework, create goals that show how the school will be performing based on the framework in their fourth year (the high-stakes mid-charter review), and sixth year (in preparation for renewal in the seventh year).
- Using the format described in Appendix 4, summarize at least two important school-specific goals and associated measures in relation to each of the following two categories:
  - Educational performance; and
  - Organizational viability.
- Appendix 3 contains the information you will need to complete this section, including the Performance Framework, a summary sheet for recording all school-specific goals and assessments, instructions for completing the template for each goal, a copy of the template itself, and an example of a completed template for a single performance indicator.

## **B. Community Partnerships**

- Provide a list of organizations that will partner with your school and the nature of those partnerships.
- Attachments should include letters of support from partner organizations, detailing the specific services of the partnership.
- Describe the steps you have already taken to develop partnerships and your plans to further develop additional community partnerships.
- If any of the organizations partner with the current school, please provide concrete examples of how that partnership benefits the school community.
- Appendix 2 includes a template for listing community partnerships.

## **C. Transportation**

- The intent of the Mayor's office is that schools receiving charters from the Mayor must be open and accessible to all students. Given that intention, provide a detailed description of the transportation arrangements made for charter school students, including arrangements made for students who would not have their own means of transportation.
- While it is understood that you may be unable to provide an exact transportation plan without knowledge of your actual student enrollment, please be as specific as possible.

## **D. Timeline**

- Provide a clear and detailed timeline for getting the school into operation, from receipt of the charter to the opening of the school.
- In addition to the timeline, provide a detailed startup plan that includes staffing as well as the resources you will use to support the startup activities.