

Louisiana Believes

Louisiana Department of Education 2013 Common District Charter Request for Applications

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Section I. Introduction

Charter schools have played an invaluable role in improving K–12 education in Louisiana, enhancing student outcomes in some of Louisiana’s most challenging school environments. Charter schools are an integral component of *Louisiana Believes*, the Louisiana Department of Education’s mission to ensure that every child in Louisiana is on track to a college degree or a professional career.

Charter schools use their independence – and the vision, dedication and expertise of their founders and leaders – to help our students enhance their academic performance and graduate high school career- and college-ready.

Local school boards play an integral role in authorizing charter schools that ensure that the needs of all students are met. By authorizing charter schools, local school boards fill gaps in the scope of educational services offered to the communities they serve and provide new options to underserved student populations. Local school boards authorize Type 1 and Type 3 charter schools in Louisiana.

All school districts use a common charter application, created by the state. The application is both simple – it requires applicants to supply information only about known factors that contribute to charter school success – and customized to meet the different needs of new and experienced operator applicants.

Although the application is created by the state, the district charter application process is ultimately a local process. Local school boards have intimate knowledge of the needs of their communities, and local school districts are well-positioned to provide applicants with the district-specific resources and support they need.

Applicants who are not successful in the district charter application process may appeal to the state. The appeals process is described in detail on the state’s website.

Thank you for your interest in starting a school to meet the needs of Louisiana’s students. Good luck in the process!

Section II. New and Experienced Operator Application Tracks

The District Charter School Application consists of two components:

1. An application of up to 40 pages focused on eliciting an applicant’s mission, vision of success, and capacity to achieve the proposed mission
2. A business plan, in which applicants provide detailed financial projections and assurances that all students will be served equitably

Local school boards may also choose to engage in an interview in order to better assess that applicant’s capacity.

The process will also provide charter applicants with a choice of customized application tracks most relevant to their background and organizational capabilities:

- New Operator Application Track – appropriate for groups that have little to no experience running charter schools. This track will offer applicants an early assessment of whether or not their application is viable, avoiding unnecessary effort and costs.
- Experienced Operator Application Track – appropriate for experienced charter operators that have several successful schools in operation in Louisiana and / or nationwide. This track will immediately focus on the past performance of existing schools and the operational elements of the applicant’s plan to expand operations in under-served communities in Louisiana.

Each application track will have requirements most appropriate for an applicant’s background and proven capabilities. Applicants should select the appropriate application track, using the following table for guidance.

Track	Qualifications	Eligibility Criteria
New Operator Track	Non-profit group: <ul style="list-style-type: none"> • has never operated a charter school or currently operates a charter school that has been open for less than one complete year; <u>or</u> • does not intend to employ an educational service provider <u>or</u> intends to employ an educational service provider that has not operated a school for more than one complete year 	<ul style="list-style-type: none"> • The non-profit must submit a signed eligibility confirmation form, acknowledging that all eligibility requirements will be met at the appropriate time • Local school boards may require Type 3 takeover applicants to submit evidence of parent and teacher support per established policies. Applicants considering a Type 3 takeover should contact the local school district to determine what is required.
Experienced Operator Track	Non-profit group: <ul style="list-style-type: none"> • has operated one or more charter school(s) for at least one year <u>or</u> intends to employ an educational service provider that has operated one or more school(s) for at least one year 	<ul style="list-style-type: none"> • The non-profit must submit signed eligibility confirmation form acknowledging that all eligibility requirements will be met at the appropriate time (see the Letter of Intent) • Local school boards may require Type 3 takeover applicants to submit evidence of parent and teacher support per established policies. Applicants considering a Type 3 takeover should contact the

local school district to determine what is required.

Section III: Charter Application Evaluation

The 2013 district charter application process will assess applicants on the qualities that have been demonstrated to contribute most significantly to school success. Each set of submissions is narrowly tailored to focus on specific outcomes:

	New Operator Applicants	Experienced Operators
Application	<ul style="list-style-type: none"> • Ambitious, cohesive, relevant and feasible core educational plan • Qualified school leader • Understanding of responsibility to provide essential school functions (finances, special education, and discipline) 	<ul style="list-style-type: none"> • Track record of positive student outcomes • Clear and relevant educational model • Comprehensive and feasible scale plan
Business Plan	<ul style="list-style-type: none"> • Capacity to financially manage a school • Proper fiscal oversight, controls, checks and balances • Appropriate, feasible, equitable, and adequately-resourced plans for discipline and special education and technology 	<ul style="list-style-type: none"> • Capacity to financially manage a network • Appropriate educational service provider contract, if applicable • Appropriate, feasible, equitable, and adequately-resourced technology plan

All submissions will be evaluated both by an independent third party evaluator and by the local school district.

The independent evaluator and the school district serve different roles in the charter evaluation process:

- The independent evaluator provides recommendations on written charter submissions and practical interviews. The recommendations evaluators provide are based on only submitted application information, performance during the interview, and objective information (such as past school performance data) collected by the school district.
- While the purpose of the independent evaluator is to *recommend*, the responsibility of the local school board is to *decide* – and the local school district is responsible for considering all information in helping the local school board make the best informed decisions possible. In addition to the input and data considered by the independent evaluator, the local school district’s input to the local school board also considers external factors, such as an applicant’s overall alignment with the school district’s goals and the school district’s interactions with applicants in other contexts.

Because of the different roles independent evaluators and the local school district play, recommendations produced by independent evaluators and the broader input provided by the local school district to the local school board may not result in identical recommendations.

District Charter Application Timeline

August

5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

Aug 5: Applicants may begin submitting charter applications

September

2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

Sep 27: Deadline for all charter applicants to submit applications

October

	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

November

				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

December

2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

Dec 31: Deadline for local school boards to make approval decisions

Section IV: Opportunity to Apply for Multiple Schools

Applicants in both tracks are eligible to apply for multiple schools.

Applicants may apply to open multiple schools in one or more years.

New operator applicants applying for multiple schools must include as an addendum to their application the following sections of the experienced operator application:

- Growth Plan Description
- Theory of Change (only if the educational model for the additional schools that you would open differs from the educational model that you describe in your start-up plan)
- Scale Plans
- Risks and Associated Contingency Plans

Addenda should be no more than 15 pages. Applicants submitting a Multiple Schools Addendum should save the addendum as a single PDF file and submit it as a second submission document in the same email as their start-up application.

Section V: Resources

In addition to the resources compiled by the district to which an applicant applies, the Louisiana Department of Education has assembled the following resources to:

- (a) Ensure that applicants recognize the choice option they are most qualified to provide; and
- (b) Provide applicants with information and guidance that may be helpful in putting together a successful proposal.

Applicants may review the Call for Quality Options and Charter Applicant 101 before proceeding with the charter application process.

Resource	Description	Location
Call for Quality Options	<ul style="list-style-type: none"> • Includes an interactive dashboard that visually guides applicants towards the geographic, demographic, and academic areas of greatest need 	Link
Charter Applicant 101	Document that describes: <ul style="list-style-type: none"> • The Louisiana charter landscape • The differences among the different types of charter schools 	Link
Charter Application Training Materials	Handouts and webinars from charter applicant workshops run by the Louisiana Association of Public Charter Schools	Link
Financial Resources	Budget template and sample budget	Link
	Projected per pupil funding by district	Link
	Projected federal funding levels for the 2012-2013 school year	Link
BESE Policies	Bulletin 126 spells out the rules and regulations that govern charter schools.	Link

Section VI: Application Checklist

All submissions are due no later than Friday, September 27th at 3:00pm CT. Documents should be submitted – in the format described below – by including all documents as attachments in a single email sent to the primary charter contact listed on the school district’s charter application website.

	New Operator Applicants	Experienced Operators
Introductory Information	<ul style="list-style-type: none"> • Introductory information PDF 	<ul style="list-style-type: none"> • Introductory Information PDF
Eligibility Documentation	<ul style="list-style-type: none"> • Eligibility documentation PDF 	<ul style="list-style-type: none"> • Eligibility documentation PDF
Application	<ul style="list-style-type: none"> • Application PDF 	<ul style="list-style-type: none"> • Application PDF
Business Plan	<ul style="list-style-type: none"> • Financial plan excel file • Audited financial statements PDF (if applicable) • Business plan PDF 	<ul style="list-style-type: none"> • Financial plan excel file • Audited financial statements PDF • Business plan PDF

Section VII: Introductory Information

Introductory information must be submitted no later than Friday, September 27th at 3:00pm CT. Introductory information should include only the information requested below, saved in a single PDF file, and emailed to the primary contact listed on the school district's charter school application website

Non-Profit Information

- Name of non-profit
- Applicant track: new operator track or experienced operator track
- Primary contact name, phone number, and email address

Partner Information

Non-profits are not required to partner with any organizations. However, applicants that choose to partner with one of the following organizations should provide the name of that organization.

- Name of Educational Service Provider (ESP)
- Name of Corporate Partner

An **Educational Service Provider (ESP)** is an organization (often, but not always a for-profit) that will manage all aspects of the school, including hiring the school leader and staff, managing the finances and operations, and selecting and implementing the curriculum.

A **corporate partner** is an entity that has agreed to make a substantial investment in a new charter school – land, a facility, or a major infrastructure investment, for example – in exchange for a reservation of up to 50% of the charter school's seats for children of the corporation's employees.

Bulletin 126 – the link for which is found on page 8 of this application – describes the ESP and corporate partner relationships in more detail.

School Information

- Number of schools proposed in this application

For all schools proposed in this application, include:

- The school's name (Type 3 applicants must identify the specific school(s) they would like to take over)
- Projected enrollment and grade levels served both at opening and at scale ¹
- Projected percentage of FRL, SPED, and ELL students ²

¹ Both new school and takeover applicants may start with only a few grades and gradually grow the number of grade levels they serve until they serve the complete set of grades that they desire to serve.

² FRL: Free and Reduced-price Lunch; SPED: Special Education; ELL: English Language Learners

Section VIII: Eligibility Documentation

Eligibility Documentation must be submitted no later than Friday, September 27th at 3:00pm CT. Eligibility Documentation should include only the information requested below, saved in a single PDF file, and emailed to the primary contact listed on the school district's charter school application website

The following sets of eligibility documentation must be included in the eligibility documentation submission:

- Teacher Certificates** Louisiana law requires that all groups submitting charter applications involve three Louisiana teachers certified by the State Board of Elementary and Secondary Education in the development of their application. In your Business Plan Eligibility Documentation submission, please include copies of valid, active teaching certificates for three Louisiana teachers who have helped in the development of your application. You may check the certifications of your teachers [here](#).
- Background Information** For all identified board members, and your school leader if you are an applicant group on the new applicant track or an applicant on the experienced operator track without experience operating at least two schools for at least three years each, please provide a background check and a current one-page resume. To receive a valid background check in the mail, please use either the internet background check or background check forms [here](#).
- If you are an applicant on the experienced operator track, and your applicant group as already filed board member background checks with another authorizer, please provide a letter from that authorizer indicating whether the board member background checks that you submitted revealed any findings.
- Assurances** Please provide a signed statement indicating that all of the following are true:
- Your non-profit is registered and listed as in good standing on the Louisiana Secretary of State's [website](#)
 - Your non-profit is not supported by or affiliated with a religion or religious organization or institution
 - Your proposed school will not be the conversion of a private school or a home study program
- Support for Conversion (if applicable)** Type 3 charter applicants submitting an application to convert a traditional public school to a charter school may be required to demonstrate support from parents and teachers before an application can be reviewed. Applicants considering a Type 3 takeover should contact the local school district to determine what requirements they must meet.

Section IX: New Operator Application

New operator applications must be submitted no later than Friday, September 27th at 3:00pm CT. Applications should include only the information requested below, saved in a single PDF file, and emailed to the primary contact listed on the school district's charter school application website. Applications should be no more than 40 pages, except for the requested Appendices A, B, and C.

Please submit an application that addresses the following questions / issues. There are no page limits for individual sections except for the Executive Summary.

Please clearly label each section of your application. There are no specific format requirements for the application that you submit, but keep in mind that your application is a professional document. The quality of the document that you submit should reflect the quality of the school that you propose to open.

Evaluators will be able to navigate well-organized, effectively-edited documents easily, thereby focusing their energy on reviewing the content of each application.

The purpose of this application is to assess the potential of charter applicants to produce high-quality student outcomes exceeding the results that charter schools must achieve to remain in operation.

- | | |
|---------------------------|--|
| Executive Summary | Provide a two-page overview of your proposed school, including: <ul style="list-style-type: none">• The outcomes you will achieve• The key components of your educational model• The values, approach, and leadership accomplishments of your school leader or leadership team• Key supporters or resources that will contribute to your school's success |
| Community Needs | <ol style="list-style-type: none">(1) Describe the community in which your school will be located, including the community's greatest strengths and greatest challenges.(2) Identify key relationships that your organization has established in the community you intend to serve. Describe the mutually beneficial nature of each key relationship.(3) Describe the student population that your school will serve.(4) Describe the needs of your intended student population. Describe the most impactful school system and non-school system programs that currently serve your intended student population, and explain why current schools and service providers are not satisfactorily meeting their needs. |
| Mission and Vision | <p>The mission of your non-profit should tell the reason that your school exists. It should describe the purpose of your school and the values to which you will adhere while achieving that purpose.</p> <p>The vision of your non-profit should describe what success looks like for students, for the school as a whole, and for any other entities that are critical to your mission.</p> <ol style="list-style-type: none">(1) Provide the mission of your non-profit and describe the role that your mission will play in your school's daily activities.(2) Provide a vision for your school that clearly illustrates what success will look like in terms of (a) life outcomes for students and (b) impact on community and / or society. |

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Goals and Performance Targets

- (1) Describe the performance goals that you will achieve to put students on the path towards achieving your vision. Include the goals that you will reach both in Year One and in Year Five, at the end of your first charter contract.
- (2) Describe the metrics that you will use to measure progress towards your goals, including the mechanisms by which you will collect data to measure your progress.
- (3) Identify the greatest obstacles to your achievement of your performance targets. Discuss how you will overcome those obstacles.

Theory of Change

- (1) Articulate your approach to education. Describe the most fundamental features of a school that ensure successful student outcomes.
- (2) Describe the fundamental features of your educational model that will drive educational outcomes in your proposed school. Key features may include:
 - Programs (ex. curriculum, PD, afterschool program, parent program, etc...)
 - Principles (ex. no excuses, individualized learning, learn at your own pace)
 - Structures (ex. blended learning, small learning communities, small class sizes, etc...)
- (3) Describe the mechanisms by which the fundamental features you described in (2) will dramatically influence student success.

Risks and Associated Contingency Plans

- (1) Identify the greatest threats to your success.
- (2) Reflect on the countermeasures you will take to minimize the possibility that the threats you identify will prevent you from achieving your targeted student outcomes.

Leadership Track Record

- (1) As Appendix A, provide a one-page resume for your identified school leader and all identified leadership team members. Appendix A will not count against the 40-page limit.
- (2) Provide performance data for all schools or other organizations associated with the school leader(s) you have chosen, including school-level performance data for schools that your leader has led and classroom level data, or, if your school leader has no prior school leadership experience, classroom level data for classes that your school leader has taught.
- (3) Provide a narrative account of your proposed school leaders' greatest achievements in other organizations or schools that they have led.
- (4) Describe the key tenets of the leadership philosophy that your school leader(s) will employ to drive success in your school.
- (5) Describe leadership training and development that will be provided to your school leader(s) in the year between charter approval and school opening. Include a description of the skills that school leader(s) will gain from these experiences.

Board Capacity

Include as Appendix B a signed statement of no more than one page by each board member. Board members should describe their rationale for joining the board, provide an example of a tough decision they have made in their professional lives, and describe the skills that they bring to the board. Appendix B will not count against the 40-page limit.

**Financial
Readiness
Assessment**

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

New Operator Applicant Business Plan Guidelines

Business plans must be submitted no later than Friday, September 27th at 3:00pm CT. Business plans should include only the information requested below. Financial plans should be saved in a single excel file and student reports in a single PDF file. Both files should be emailed as attachments in a single to the primary contact listed on your school district's charter school application website. There is no page limit for either submission.

Keep in mind that the quality of the documents that you submit should reflect the quality of the school that you propose to open. Evaluators will be able to navigate high-quality documents easily, thereby focusing the entirety of their energy on reviewing the content of each application.

The purpose of the business plan is to ensure that all charter applicants on the path to approval are fully qualified to fulfill the essential obligations of all schools. Charter operators that lack capacity in any of the areas addressed in the business plan could dramatically and adversely affect student outcomes if given approval to open a charter school.

Financial Plan

In one excel spreadsheet, please include each of the following financial statements in a different tab. Use the Resources section on page 8 to access both a template that you can use for your financial plan and links to federal, state, and local per pupil amounts. The Louisiana Accounting and Universal Government Handbook (LAUGH) guide can be found [here](#). In all documents, budget conservatively and include your assumptions.

(1) Start-Up Statement of Activities (up to the July 1 prior to school opening)

The start-up statement of activities should list all anticipated revenue and expenditures in the period leading up to the fiscal year in which your proposed school would open.

(2) Operating Statement of Activities

The operating statement of activities should describe all anticipated revenue and expenditures from the July 1 immediately prior to school opening to either (a) the June 30 immediately following the end of year 3 of operations, or (b) the June 30 immediately following the end of the first school year in which your school serves all planned grades, whichever is longer.

(3) First Year Monthly Cash Flow Projection (July 1 prior to opening to June 30 after year 1)

The monthly cash flow projection should compare the assets and liabilities of your non-profit from month to month during the first year of operation.

If the non-profit applying for the charter application was established for a purpose other than submitting a charter application, please submit the non-profit's most recent audited financial statements.

Student Report

Provide a student report that includes:

- A detailed special education plan describing how you will ensure that all special education students succeed academically and socially. Describe plans for recruiting, identifying, serving, and disciplining special education students. Include plans for involving families in special education decisions as well.
- A detailed English Language Learner plan describing how you will ensure that all English Language Learners succeed academically and socially. Describe plans for recruiting, identifying, and serving English Language Learners. Include plans engaging non-English speaking families of English Language Learners as well.
- A detailed student discipline plan that:
 - (a) Lists the acts for which a child may be disciplined
 - (b) Lists the range of consequences that will be used to discipline children
 - (c) Describes the process for assigning a consequence to an offense
 - (d) Describes a plan for minimizing the effect of disciplinary action on student achievement
 - (e) Ensures that adequate and appropriate resources will be devoted to effectively implementing the school's discipline approach
- An approach to recruitment, admissions, and enrollment that ensures that your school will enroll a diverse group of students, including students with special needs, English Language Learners, and a level of at-risk students in compliance with state law. If applicable, provide this specific information as well:
 - Geographic boundaries surrounding the school from which applicants will be given an admissions preference (note: applicants may choose to enroll students from the entire school district where the school is located)
 - Admissions requirements consistent with your charter school's mission (note: schools may be general enrollment – admissions requirements are not required)

Section X: Experienced Operator Application

Experienced operator applications must be submitted no later than Friday, September 27th at 3:00pm CT. Applications should include only the information requested below, saved in a single PDF file, and emailed to the primary contact listed on your school district’s charter school application website. Applications should be no more than 40 pages.

Please submit an application that addresses the following questions / issues. There are no page limits for individual sections except for the Executive Summary. Please clearly label each section of your application. There are no specific format requirements for the application that you submit, but keep in mind that your application is a professional document. The quality of the document that you submit should reflect the quality of the school that you propose to open. Evaluators will be able to navigate well-organized, effectively-edited documents easily, thereby focusing their energy on reviewing the content of each application.

The purpose of this application is to assess the potential of charter applicants to produce high-quality student outcomes exceeding the results that charter schools must achieve to remain in operation.

Executive Summary

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

- The outcomes you will achieve
- The key components of your scale strategy
- Your approach to mitigating the threats most likely to hinder your success

Growth Plan

- (1) Describe the number of schools that you plan to open in Louisiana every year for at least the next five years, the year in which each school will open, and the demographic characteristics of the students to be served by each school. If your network operates multiple models, identify the model that you will open in each location.
- (2) If you are simultaneously opening new schools in other states or have submitted applications to open schools in new states, provide a list including the name and location of each school, the authorizer and application status for each application, and the number of students served by each proposed school.
- (3) Describe the vision for your organization after your growth plan has been implemented. In what way will your growth in Louisiana contribute to that vision?
- (4) Describe the specific student population that your proposed school(s) will serve within the local school district. Identify the needs of your intended student population.

Past School Performance

The school district will use the information provided in your Letter of Intent to assemble past performance data on schools that your organization currently operates or has previously operated. If necessary, provide a brief accompanying narrative that describes your organization’s success educating a similar demographic population to the population you intend to educate in Louisiana. Please note that the school district may contact your other authorizers.

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

- Any performance deficiencies or compliance violations that have led to authorizer intervention

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- Any litigation involving your organization or a school that you operate
- Any material audit findings for your organization or a school that you operate

- Theory of Change**
- (1) Articulate your approach to education. Describe the most fundamental features of a school that ensure successful student outcomes.
 - (2) Describe the fundamental features of the educational model that will drive educational outcomes in each proposed school that you plan to open in Louisiana. Key features may include:
 - Programs (ex. curriculum, PD, afterschool program, parent program, etc...)
 - Principles (ex. no excuses, individualized learning, learn at your own pace)
 - Structures (ex. blended learning, small learning communities, small class sizes, etc...)
 - (3) Describe the mechanisms by which the fundamental features you described in (2) will dramatically influence student success.

- Scale Strategy**
- (1) Describe the steps that you will take to scale your model to new sites, including the people involved and the resources contributed both by the parent organization and the new schools.
 - (2) If your organization operates schools in other states, compare your efforts to scale operations to Louisiana to past scale efforts in other states.
 - (3) Describe your plan for embedding the fundamental features of each model that you described in your theory of change into the schools that you plan to open.

- Risks and Associated Contingency Plans**
- (1) Organizations that operate multiple schools should discuss the results of past scale efforts and lessons learned. Include particular challenges or troubles encountered and how you addressed them. Organizations that operate only one school should address challenges encountered while growing their initial school.
 - (2) Identify the greatest new threats to your success.
 - (3) Describe any changes to the leadership personnel or leadership structure of your organization over the last two years.
 - (4) Reflect on the countermeasures you will take to minimize the possibility that the risks you identified in (1) – (3) will prevent you from achieving your targeted student outcomes.

- Leadership Track Record**
- This section must be completed only by experienced operators that have not operated at least two schools for at least three years each.
- (1) As Appendix A, provide a one-page resume for your identified school leader and all identified leadership team members. Appendix A will not count against the 40-page limit.
 - (2) Provide performance data for all schools or other organizations associated with the school leader(s) you have chosen, including school-level performance data for schools that your leader has led and classroom level data, or, if your school leader has no prior

school leadership experience, classroom level data for classes that your school leader has taught.

- (3) Provide a narrative account of your proposed school leaders' greatest achievements in other organizations or schools that they have led.
- (4) Describe the key tenets of the leadership philosophy that your school leader(s) will employ to drive success in your school.
- (5) Describe leadership training and development that will be provided to your school leader(s) in the year between charter approval and school opening. Include a description of the skills that school leader(s) will gain from these experiences.

Board Capacity

Newly formed boards should include as Appendix B a signed statement of no more than one page for each board member. Board members should describe their rationale for joining the board, provide an example of a tough decision they have made in their professional lives, and describe the skills that they bring to the board. Appendix B will not count against the 40-page limit.

Experienced Operator Business Plan Guidelines

Business plans must be submitted no later than Friday, September 27th at 3:00pm CT. Business plans should include only the information requested below. Financial plans should be saved in a single excel file and both audited financial statements and Educational Service Provider contracts in a single PDF file each. All files should be emailed as an attachment in a single email to the primary contact on your school district's charter school application website. There is no page limit for any submission.

Keep in mind that the quality of the documents that you submit should reflect the quality of the school that you propose to open. Evaluators will be able to navigate high-quality documents easily, thereby focusing the entirety of their energy on reviewing the content of each application.

The purpose of the business plan is to ensure that all charter applicants on the path to approval are fully qualified to fulfill the essential obligations of all schools. Charter operators that lack capacity in any of the areas addressed in the business plan could dramatically and adversely affect student outcomes if given approval to open a charter school.

Financial Plan

(1) Audited Financial Statements

If you are a non-profit Charter Management Organization, please provide your non-profit's most recent audited financial statements.

If you are an Educational Service Provider, please provide:

- (a) Your organization's most recent financial statements to be reviewed confidentially by the charter evaluator selected by the school district, and
- (b) The most recent audited financial statements for another non-profit that you have set up and that has experienced a growth trajectory – in terms of the number of students served – that is most similar to the expected student growth trajectory for the non-profit that you have set up in Louisiana. The school district reserves the right to request the financial statements for a specific non-profit organization in your network.

In one excel spreadsheet, please include each of the following financial statements in a different tab. Federal, state, and local per pupil amounts can be found [here](#) on the Charter Schools Request for Applications webpage. The Louisiana Accounting and Universal Government Handbook (LAUGH) guide can be found [here](#). In all documents, budget conservatively and include your assumptions.

(2) Start-Up Statement of Activities (up to the July 1 prior to school opening)

The start-up statement of activities should list all anticipated revenue and expenditures for your network in the period leading up to the first fiscal year in which the school(s) you have described in this proposal would open. In other words, this statement should show how your network will support pre-opening activities until the first schools that you have proposed in this plan open.

(3) Operating Statement of Activities

The operating statement of activities should describe all anticipated revenue and expenditures for your network from the July 1 immediately prior to the opening of the first school you have proposed in this plan to either (a) the June 30 immediately following the end of year 3 of operations, or (b) until the June 30 immediately following the end of the first school year in which your first school proposed in this plan serves all planned grades, whichever is longer.

(4) First Year Monthly Cash Flow Projection (July 1 prior to opening to June 30 after year 1)

The monthly cash flow projection should compare the assets and liabilities of your non-profit from month to month during the first year of operation.

Educational Service Provider Contract (if applicable)

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