

# STATE PUBLIC CHARTER SCHOOL AUTHORITY



## REQUEST FOR PROPOSALS

### Reconstitution of Discovery Charter School

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Proposals Due June 9, 2017

## Charter School Governing Body Reconstitution

The State Public Charter School Authority seeks proposals for the reconstitution of Discovery Charter School. The Authority seeks to offer an improved educational program, governed by a new governing body, to the current parents of students in the same spaces utilizing the same facilities and contracts and conditions in place at the current school's campuses in Henderson and Summerlin. Current staff and administrators of the reconstituted school may or may not be retained, at the discretion of the new governing body. New governing bodies must demonstrate the ability to oversee a program, operations and governance that will serve students well. The Authority will, however, treat the resultant school as a new school with a six year charter contract for purposes of renewal.

If any of the Proposals submitted in response to the Request for Proposals meet the high standards of the Authority, the Executive Director intends to recommend to the Authority that the charter school be reconstituted subject to the following conditions and pre-conditions:

- Immediately following the conclusion of the 2016-17 academic year, the current governing body will be reconstituted with a new governing body will be appointed by the Authority. Each new governing body member will be required to submit the current Board member questionnaire issued by the SPCSA.
- The new governing body will engage a third party evaluator, approved by the Authority, to make recommendations regarding potential modifications, enhancements, or more substantial changes to the academic, organizational, and financial plans for the school prior to the beginning of the 2017-18 school year. This evaluation must be completed by October 30, 2017.
- The new governing body will submit a charter revision based on the current Track A application for new charter schools by no later than January 1, 2018. In developing this plan, the new governing body shall solicit the input of parents of current students at a public hearing prior to the submission of the application. This revision may or may not incorporate elements of the existing academic, organizational, and financial plans for the charter school based on the determinations made by the new governing body based on the recommendations of the evaluator, input from parents, and its own judgement regarding the likelihood that the revisions will result in a school which is among the top performing in the state.
- If the new program amendment is approved by the Authority, the current academic, organizational, and financial plans of the school will modified, enhanced, or discontinued by amendment by no later than the end of the 2017-18 school year and be replaced by the amended plans by no later than the commencement of the 2018-19 school year.

The Authority will evaluate all Proposals to determine those that meet the standards described below and select from among that subset, if any, the Applicant(s) most likely to operate the school in an educationally, organizationally and fiscally sound manner. To be clear, the Executive Director will not simply recommend the strongest Proposal it receives in response to this RFP. Rather, the Executive Director will only recommend a Proposal that demonstrates the capacity to effectively implement an educational program that will likely result in the restructured school improving

student learning and meeting the rigorous accountability standards established by the SPCSA and the State of Nevada. If a viable Applicant is identified and approved, the reconstituted charter school would be provided a full-term six year charter contract with restrictions to accommodate serving the existing students and would be held accountable to the standards for Renewal contained in the regulations approved by the Authority.

The Authority reserves the right to request that one or more Applicant groups combine their efforts at the request of the Executive Director if it is determined that the expertise, experience, and skills of more than one Applicant would be more likely to result in transformative academic, organizational, and financial improvement.

In addition, any successful Applicant group would be required to agree to the following as part of the terms and conditions of a positive recommendation being presented to the Authority:

- In the first year of operation, the Applicant group must serve all students currently enrolled in the school that wish to remain enrolled, except for those who would have promoted from the highest grade and must serve the incoming Kindergarten. An Applicant may not propose additional grades.
  - The applicant will appoint two parents of currently enrolled students during the 2017-18 school year during its September 2017 board meeting following an application and interview process.
  - The school name may be changed.
  - The Applicant will be required to accommodate or account for existing contracts, assets and liabilities. The new governing body cannot vitiate the existing contracts through the reconstitution process, but the governing body can renegotiate such contracts or use other legal means if it determines those are necessary to ensure the financial viability of the school and support a high performing academic program.
  - An Applicant will be required to perform its own due diligence on the existing school and agree to accept the charter school “as is” in terms of compliance issues, resources, liabilities, liens and existing contracts and obligations. The Authority makes no representations about the school, its condition, or states of compliance with applicable law.
  - The Authority will apply its normal review standards for an initial charter application in evaluating any Applicant’s proposed educational program tailored to meet the current renewal circumstances.
  - The successful Applicant may replace all existing instructional and other staff members.
  - The successful Applicant may replace all existing school leaders.
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- The new governing body acknowledges that the school may have existing debt and obligations to be repaid; terms of grants that must be fulfilled and be in possession of restrictive gifts whose terms must be honored. The Authority makes no representations about the fiscal condition of the school.

## QUALIFICATIONS:

The Authority will give greater weight to those Proposals that include multiple governing body members successfully demonstrate through their resume, biography, and Board member questionnaires three or more of the following non-educational qualifications:

- Experience and expertise in implementing a high achieving (4 or 5 star) project-based learning school model and similar school designs;
- experience and expertise in implementing a school turnaround model that resulted in that school achieving a 4 or 5 star rating in Nevada or the equivalent in another state;
- successful experience in implementing an elementary and middle school educational program at the 4 or 5 star level beginning with a large initial grade span, preferably those of the existing school;
- ability to provide remediation to meet a range of student needs across the given grade span; and,
- ability to effectively attract and serve a representative population of at-risk students, including students with disabilities, ELLs, and students who qualify for free or reduced price lunch.

The Authority will give greater weight to those Proposals that include multiple governing body members successfully demonstrate through their resume, biography, and Board member questionnaires two or more of the following non-educational qualifications:

- Experience and expertise in sustained, multi-year improvement in turning around the finance and operation of complex multi-site non-educational organizations—whether for-profit or non-profit
- Experience in successfully general management of complex site-level budgets in excess of \$5 million per year
- Experience in designing and implementing a performance management system outside of the education sector based on leading and lagging key performance indicators that resulted in industry-leading performance gains sustained over multiple years
- Experience in raising unrestricted funds in amounts greater than \$100,000 each year for at least three consecutive years

## A. General Applicant Information

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### a. Contact Information

Please provide complete contact information (i.e., Name, Title, Organization, Address, Telephone, e-mail, website) for each of the following:

1. A representative from your organization who is an authorized signatory. [An authorized signatory is a person or group of people who have the authority to sign legal documents on behalf of their organization.];
2. A representative from your organization to whom substantive questions on this submission should be addressed (if different from 1); and
3. If relevant, a local representative of your organization who would be the first point of contact for work being conducted for the SPCSA.

### b. Organizational Narrative *(Recommended length: 3-5 pages)*

Please provide a brief overview that addresses your organizational structure/capacity and educational and non-educational expertise and experience.

*Applicants should be certain to include information about the following in their responses:*

#### I. Organizational structure and capacity

- The proposed organizational governance and leadership structure;
- Its process for recruiting, hiring, inducting, and providing ongoing training and support to staff members and the quality control mechanisms used to evaluate staff and hold them accountable; and
- Its approach to scaling up when demand for services and/or products exceed its current capacity (e.g., process and timeline for identifying, hiring and/or training qualified staff).

### c. Members

Please provide a biography (i.e., 2 pages or less per person) of each proposed addressing how their qualifications align with the selection preferences of the SPCSA and include up-to-date resumes (as attachments) for all proposed members. The biographies should describe the individual's qualifications to deliver a high quality academic program and oversee a financial viable and accountable public school, summarizing their experience, skills, and training. The resumes should be revised, if necessary, to the Challenge-Action-Result format and should include quantifiable measures, e.g. academic gains on specific standardized tests disaggregated by subgroup, financial outcomes, P&L measures, etc. Each member must also complete the board member questionnaire developed by the SPCSA.

#### **d. References from current/recent supervisors/clients/investors**

For Non-Educators:

- Provide the names and contact information for three to five (3-5) executive-level references from supervisors, investors, clients, or business partners
- References should represent the applicant's experience in addressing the criteria set forth for non-educators;
- References should represent the applicant's experience in improving underperforming businesses or business units;
- References may not include individuals hired, recruited, or compensated by the proposed member;

For Educators:

- Provide the names and contact information for three to five (3-5) administrative-level references from charter school authorizers, school districts leadership, charter school governing body members, or schools leaders;
- References should represent the applicant's experience in addressing the criteria set forth for educators;
- References should represent the applicant's experience in underperforming or high need charter schools/district schools;
- References may not include individuals hired, recruited, or compensated by the proposed member;