

CHARTER SCHOOL PERFORMANCE CERTIFICATE

This performance certificate is executed on this 11th day of October, by and between the Idaho Public Charter School Commission (the “Authorizer”), and Treasure Valley Classical Academy, Inc. (the “School”), an independent public school organized as an Idaho nonprofit corporation and established under the Public Charter Schools Law, Idaho Code Section 33-5201 *et seq.*, as amended (the “Charter Schools Law.”)

RECITALS

WHEREAS, on April 25, 2018, Authorizer received a petition to request the creation of a new charter school referred to as Treasure Valley Classical Academy; and

WHEREAS, on August 16, 2018, the Authorizer approved the charter petition (the “Charter”) subject to conditions outlined in Appendix A;

NOW THEREFORE in consideration of the foregoing recitals and mutual understandings, the Authorizer and the School agree as follows:

SECTION 1: AUTHORIZATION OF CHARTER SCHOOL

- A. Establishment of School.** Pursuant to the Charter Schools Law, the Authorizer hereby approves the establishment of the School on the terms and conditions set forth in this Charter School Performance Certificate (the “Certificate”). The approved Charter is attached to this Certificate as Appendix D.
- B. Pre-Opening Requirements.** Pursuant to Idaho Code Section 33-5206(6), the Authorizer may establish reasonable pre-opening requirements or conditions (“Pre-Opening Requirements”) to monitor the start-up progress of a newly approved public charter school to ensure that the school is prepared to open smoothly on the date agreed. The School shall not commence instruction until all pre-opening requirements have been completed to the satisfaction of the Authorizer. Pre-opening requirements are attached as Appendix C. If all pre-opening conditions have been completed to the satisfaction of the Authorizer, the School shall commence operations/instruction with the first day of school in Fall 2019. In the event that all pre-opening conditions have not been completed to the satisfaction of the Authorizer, the School may not commence instruction on the scheduled first day of school. In such event, the Authorizer may exercise its authority on or before July 20 to prohibit the School from commencing operation/instruction until the start of the succeeding semester or school year.
- C. Term of Agreement.** This Certificate is effective as of October 11, 2018, and shall

continue through June 30, 2024, unless earlier terminated as provided herein.

SECTION 2: SCHOOL GOVERNANCE

- A. Governing Board.** The School shall be governed by a board (the “Charter Board”) in a manner that is consistent with the terms of this Certificate so long as such provisions are in accordance with state, federal, and local law. The Charter Board shall have final authority and responsibility for the academic, financial, and organizational performance of the School. The Charter Board shall also have authority for and be responsible for policy and operational decisions of the School, although nothing herein shall prevent the Charter Board from delegating decision-making authority for policy and operational decisions to officers, employees and agents of the School, as well as third party management providers.
- B. Articles of Incorporation and Bylaws.** The articles of incorporation and bylaws of the entity holding the charter shall provide for governance of the operation of the School as a nonprofit corporation and public charter school and shall at all times be consistent with all applicable law and this Certificate. The School shall notify the Authorizer of any modification to the Articles or Bylaws within five (5) business days of approval by the Charter Board.
- C. Charter Board Composition.** The composition of the Charter Board shall at all times be determined by and consistent with the Articles and Bylaws and all applicable law and policy. The Charter Board shall notify the Authorizer of any changes to its composition and provide an amended School Leadership Roster within five (5) business days of their taking effect.

SECTION 3: EDUCATIONAL PROGRAM

- A. School Mission.** The mission of the School is as follows: The mission of Treasure Valley Classical Academy is to train the minds and improve the hearts of students through a classical, content-rich curriculum that emphasizes virtuous living, traditional learning, and civic responsibility.
- B. Grades Served.** The School may serve students in K-12th grade.
- C. Design Elements.** The School shall implement and maintain the following essential design elements of its educational program:

Academics:

- A K-12 curriculum that is content-rich, balanced, and rigorous across the four core disciplines of mathematics, science, literature, and history.
- The centrality of the Western Tradition in the study of history, literature, philosophy, and the fine arts.
- A rich examination of American moral, philosophical, literary, political, and

historical traditions.

- Explicit phonics instruction in conjunction with strong elementary grammar teaching aimed at English language excellence.
- The study of Spanish in grades K-6, of Latin and Greek roots in grades 4-6, and of Latin in grades 7-9 (plus).

Culture and Ethos:

- The acknowledgement of objective standards of truth, logic, weightiness, and beauty.
- A school culture that fosters virtue, decorum, respect, discipline, and studiousness among faculty and students.
- A school ethos in which well-educated and articulate subject matter experts (teachers) convey real knowledge to students using traditional, teacher-centered methods.
- A school that uses technology effectively but without diminishing the faculty leadership crucial to academic achievement.
- A school with a plan to serve students in grades K-12, opening at grades K-6 and organically building a grade level each year.

D. Standardized Testing. Students of the School shall be tested with the same standardized tests as other Idaho public school students.

E. Accreditation. The School shall be accredited as provided by rule of the state board of education.

SECTION 4: AUTHORIZER ROLE AND RESPONSIBILITIES

A. Oversight Allowing Autonomy. The Authorizer shall comply with the provisions of Charter School Law and the terms of this Certificate in a manner that does not unduly inhibit the autonomy of the School. The Authorizer's Role will be to evaluate the School's outcomes according to this Certificate and the Performance Framework rather than to establish the process by which the School achieves the outcomes sought.

B. Charter School Performance Framework. The Charter School Performance Framework ("Performance Framework") is attached and incorporated into this agreement as Appendix B. The Performance Framework shall be used to evaluate the School's academic, financial and operational performance, and shall supersede and replace any and all assessment measures, educational goals and objectives, financial operations metrics, and operational performance metrics set forth in the Charter and not explicitly incorporated into the Performance Framework. The specific terms, form and requirements of the Performance Framework, including any required indicators, measures, metrics, and targets, are determined by the Authorizer and will be binding on the School.

C. Authorizer to Monitor School Performance. The Authorizer shall monitor and report

on the School's progress in relation to the indicators, measures, metrics and targets set out in the Performance Framework. The School shall be subject to a formal review of its academic, mission-specific, operational, and financial performance at least annually.

- D. School Performance.** The School shall achieve an accountability designation of *Good Standing* or *Honor* on each of the three sections of the Performance Framework. In the event the School is a party to a third party management contract which includes a deficit protection clause, the School shall be exempt from some or all measures within the financial portion of the Performance Framework. In accordance with Charter School Law, the Authorizer shall renew any charter in which the public charter school met all of the terms of its performance certificate at the time of renewal.
- E. Performance Framework As Basis For Renewal of Charter.** The School's performance in relation to the indicators, measures, metrics and targets set forth in the Academic and Mission-Specific, Operational and Financial sections of the Performance Framework shall provide the basis upon which the Authorizer will decide whether to renew the School's Charter at the end of the Certificate term. As part of the Performance Framework, the Authorizer agrees to consider mission-specific, rigorous, valid, and reliable indicators of the School's performance. These negotiated indicators will be included in the Mission-Specific portion of the Academic and Mission Specific section of the Performance Framework.
- F. Authorizer's Right to Review.** The School will be subject to review of its academics, operations and finances by the Authorizer, including related policies, documents and records, when the Authorizer deems such review necessary. The Authorizer shall conduct its reviews in a manner that does not unduly inhibit the autonomy granted to the School.
- G. Site Visits.** In addition to the above procedures, the Charter School shall grant reasonable access to, and cooperate with, the Authorizer, its officers, employees and other agents, including allowing site visits by the Authorizer, its officers, employees, or other agents, for the purpose of allowing the Authorizer to fully evaluate the operations and performance of the School. The Authorizer may conduct a site visit at any time if the Authorizer has reasonable concern regarding the operations and performance of the School. The Authorizer will provide the School reasonable notice prior to its annual site visit to the School. The School shall have an opportunity to provide a written response to the site visit report no later than fourteen (14) days prior to the meeting at which the report is to be considered by the Authorizer. If no written response is provided, the School shall have the opportunity to respond orally to the site visit report at the meeting.
- H. Required Reports.** The School shall prepare and submit reports regarding its governance, operations, and/or finances according to the established policies of and upon the request of the Authorizer. However, to the extent possible, the Authorizer shall not request reports from the School that are otherwise available through student information systems or other data sources reasonably available to the Authorizer.

SECTION 5: SCHOOL OPERATIONS

- A. In General.** The School and the Charter Board shall operate at all times in accordance with all federal and state laws, local ordinances, regulations and Authorizer policies applicable to charter schools.
- B. Maximum Enrollment.** The maximum number of students who may be enrolled in the school shall be 702 students, with per-class and overall enrollment caps as outlined in the approved Charter attached as Appendix D.
- C. Enrollment Policy.** The School shall make student recruitment, admissions, enrollment and retention decisions in a nondiscriminatory manner and without regard to race, color, creed, national origin, sex, marital status, religion, ancestry, disability or need for special education services. In no event may the School limit admission based on race, ethnicity, national origin, disability, gender, income level, athletic ability, or proficiency in the English language. If there are more applications to enroll in the charter school than there are spaces available, the charter school shall select students to attend using a random selection process that shall be publicly noticed and open to the public.
- D. School Facilities.** 500 SW 3rd Street, Fruitland, ID 83619. The School shall provide reasonable notification to the Authorizer of any change in the location of its facilities.
- E. Attendance Area.** The School's primary attendance area is as follows: Located within Payette County the immediate boundaries of Treasure Valley Classical Academy will be all area of Payette County. Those areas of Payette County include the county east of the Snake River extending north to the Washington County line and south to Beverly Avenue. Families on the south side of Cox road at the Washington County line and the north side of Beverly Avenue are included in the boundary area. Families living in the area proceeding south from Beverly Avenue on the east side of Highway 95 to the north side of Pearl Road on the south western boundary and north of Sand Hollow Road on the south east boundary are included in the boundary. Any families east or north of the Canyon County line from Pearl road down to Oasis Road and South of Oasis road, between Pearl Road and the Sand Hollow area, to the Canyon county line are also considered within the boundary. Families in Payette county on the west side of the Gem County border delineated by Labor Camp Road and County line Road as well as any families in the northeast corner of Payette county who are south of the Washington county line and west or north of the Gem county line such as the French Corner area are also included in the school boundary.
- F. Staff.** Instructional staff shall be certified teachers as provided by rule of the state board of education. All full-time staff members of the School will be covered by the public employee retirement system, federal social security, unemployment insurance, worker's compensation insurance, and health insurance.
- G. Alignment with All Applicable Law.** The School shall comply with all applicable federal and state laws, rules, and regulations. In the event any such laws, rules, or regulations are amended, the School shall be bound by any such amendment upon the

effective date of said amendment.

SECTION 6: SCHOOL FINANCE

- A. General.** The School shall comply with all applicable financial and budget statutes, rules, regulations, and financial reporting requirements, as well as the requirements contained in the School Performance Framework incorporated into this contract as Appendix B.
- B. Financial Controls.** At all times, the Charter School shall maintain appropriate governance and managerial procedures and financial controls which procedures and controls shall include, but not be limited to: (1) commonly accepted accounting practices and the capacity to implement them (2) a checking account; (3) adequate payroll procedures; (4) procedures for the creation and review of monthly and quarterly financial reports, which procedures shall specifically identify the individual who will be responsible for preparing such financial reports in the following fiscal year; (5) internal control procedures for cash receipts, cash disbursements and purchases; and (6) maintenance of asset registers and financial procedures for grants in accordance with applicable state and federal law.
- C. Financial Audit.** The School shall submit audited financial statements from an independent auditor to the Authorizer no later than November 1 of each year.
- D. Annual Budgets.** The School shall adopt a budget for each fiscal year, prior to the beginning of the fiscal year. The budget shall be in the Idaho Financial Accounting Reporting Management Systems (IFARMS) format and any other format as may be reasonably requested by the Authorizer.

SECTION 7: TERMINATION, NON-RENEWAL AND REVOCATION

- A. Termination by the School.** Should the School choose to terminate its Charter before the expiration of the Certificate, it may do so upon written notice to the Authorizer. Any school terminating its charter shall work with the Authorizer to ensure a smooth and orderly closure and transition for students and parents, as guided by the public charter school closure protocol established by the Authorizer attached as Appendix E.
- B. Nonrenewal.** The Authorizer may non-renew the Charter at the expiration of the Certificate if the School failed to meet one (1) or more of the terms of its Certificate. Any school which is not renewed shall work with the Authorizer to ensure a smooth and orderly closure and transition for students and parents, as guided by the public charter school closure protocol established by the Authorizer attached as Appendix E.
- C. Revocation.** The School's Charter may be revoked by the Authorizer if the School has failed to meet any of the specific, written renewal conditions attached, if

applicable, as Appendix A for necessary improvements established pursuant to Idaho Code§ 33-5209B(1) by the dates specified. Revocation may not occur until the public charter school has been afforded a public hearing, unless the Authorizer determines that continued operation of the public charter school presents an imminent public safety issue. If the School's Charter is revoked, the School shall work with the Authorizer ensure a smooth and orderly closure and transition for students and parents, as guided by the public charter school closure protocol established by the Authorizer attached as Appendix E.

- D. Dissolution.** Upon termination of the Charter for any reason by the Charter Board, or upon nonrenewal or revocation, the Charter Board will supervise and have authority to conduct the winding up of the business and other affairs of the School; provided, however, that in doing so the Authorizer will not be responsible for and will not assume any liability incurred by the School. The Charter Board and School personnel shall cooperate fully with the winding up of the affairs of the School.
- E. Disposition of School's Assets upon Termination or Dissolution.** Upon termination of the Charter for any reason, any assets owned by the School shall be distributed in accordance with Charter Schools Law.

SECTION 8: MISCELLANEOUS

- A. No Employee or Agency Relationship.** None of the provisions of this Certificate will be construed to create a relationship of agency, representation, joint venture, ownership, or employment between the Authorizer and the School.
- B. Additional Services.** Except as may be expressly provided in this Certificate, as set forth in any subsequent written agreement between the School and the Authorizer, or as may be required by law, neither the School nor the Authorizer shall be entitled to the use of or access to the services, supplies, or facilities of the other.
- C. No Third-Party Beneficiary.** This Certificate shall not create any rights in any third parties, nor shall any third party be entitled to enforce any rights or obligations that may be possessed by either party to this Certificate.
- D. Amendment.** This Certificate may be amended by agreement between the School and the Authorizer in accordance with Authorizer policy. All amendments must be in writing and signed by the School and the Authorizer.

IN WITNESS WHEREOF, the Authorizer and the School have executed this Performance Certificate to be effective October 11, 2018.

Alan Reed

Chairman, Idaho Public Charter School Commission

Gonda Baines

Chairman, Treasure Valley Classical Academy School Board

Appendix A: Conditions of Authorization/Renewal

Appendix B: Performance Framework

Appendix C: Pre-Opening Requirements

Appendix D: Charter

Appendix E: Public Charter School Closure Protocol

Appendix A: Conditions of Authorization / Renewal

Treasure Valley Classical Academy

October 11, 2018

1. No later than May 29, 2019, TVCA will submit to the PCSC a budget that evidences the ability to remain fiscally stable for at least three years of operation based on a documented facility plan including:
 - a. A signed lease or purchase agreement, and
 - b. Written contractor estimates for all required and necessary renovations, if negotiated separately from the lease or purchase agreement.

Appendix B: Performance Framework

Treasure Valley Classical Academy

[YEAR] ANNUAL PERFORMANCE REPORT

INTRODUCTION

Each year, Idaho's Public Charter School Commission (PCSC) issues a performance report to every school in its portfolio. The annual report serves several purposes:

1. To provide transparent, data-driven information about charter school quality;
2. To ensure charter school boards have access to clear expectations and are provided maximum opportunity to correct any deficiencies prior to their renewal year; and
3. To inform mid-term authorizing decisions, such as the evaluation of charter amendment proposals.

This report contains an overview of the school, including its mission, leadership, and demographics. The overview is followed by the school's performance framework, including outcomes for the most recently completed school year.

The performance framework clearly sets forth the academic and operational performance indicators, measures, and metrics that will guide the PCSC's evaluations of the school. It contains indicators, measures, and metrics for student academic proficiency, student academic growth, post-secondary readiness (for high schools), and board performance and stewardship.

In accordance with Idaho law, the performance framework requires, at a minimum, that each school meet applicable federal, state, and authorizer goals for student achievement. It is designed to fulfill this requirement while respecting the diverse missions and student populations represented in PCSC portfolio schools. This performance framework was adopted by the Idaho Public Charter School Commission on May 4th, 2017.

To facilitate a clear context for the academic results contained in this report, the demographic, enrollment, and school leadership information provided is from the school year during which the data was gathered. Updated enrollment and school leadership information is available upon request from the school or PCSC office.

The data provided in this report was gathered primarily through the State Board of Education and State Department of Education. An independent financial audit and any applicable mission-specific data were submitted directly by the school. The school had a opportunity to correct or clarify its framework outcomes prior to the publication of this report.

Public charter school operations are inherently complex. For this reason, readers are encouraged to consider the scores on individual measures within the framework as a starting point for gaining a full, contextualized understanding of the school's performance.

PERFORMANCE FRAMEWORK STRUCTURE

The academic section comprises the primary indicators on which most renewal or non-renewal decisions are based. The mission-specific, operational, and financial sections contribute additional indicators that are, except in cases of egregious failure to meet standards, considered secondary.

Academic	The academic section focuses on quantitative academic outcomes. It reflects the PCSC's commitments to considering schools' performance in the context of their communities and student populations. Although some results may not be made publically available in certain cases, in order to protect individually identifiable student information, the PCSC may still use this information for purposes of making authorizing decisions.
Mission-Specific	The mission-specific section provides an opportunity for meaningful acknowledgement of schools' achievements that are not reflected elsewhere in the framework. These measures may be academic or non-academic in nature, but must be objective and data-driven. Mission-specific measures are generally optional; however, inclusion of certain mission-specific measures may be required as a condition of the performance certificate.
Operational	The operational section considers whether schools are operating in compliance with federal and state law, authorizer requirements, and the provisions of their performance certificates.
Financial	The financial section evaluates the near-term and long-term financial status of the school. Schools with management contracts containing deficit protection clauses may be exempted from these indicators.

ACCOUNTABILITY DESIGNATIONS

Calculation of the percentage of eligible points earned for each school determines that school's accountability designation in each section. The accountability designations, in turn, guide authorizing decisions. The PCSC will consider contextual factors affecting a school's accountability designations when making authorizing decisions.

Honor	Schools achieving at this level in all sections are guaranteed renewal. Replication and expansion proposals are likely to succeed.
Good Standing	Schools achieving at this level in the academic section will be recommended for renewal; however, conditional renewal may be recommended if outcomes in other sections are poor. Replication and expansion proposals will be considered.
Remediation	Schools achieving at this level in the academic section may be recommended for non-renewal or conditional renewal, particularly if outcomes in other sections are poor. Replication and expansion proposals are unlikely to succeed.
Critical	Schools achieving at this level in the academic section face a strong likelihood of non-renewal, particularly if outcomes in other sections are also poor. Replication and expansion proposals will not be considered.

SCHOOL OVERVIEW			
Mission Statement	The mission of Treasure Valley Classical Academy is to train the minds and improve the hearts of students through a classical, content-rich curriculum that emphasizes virtuous living, traditional learning, and civic responsibility.		
Key Design Elements	Academics: <ul style="list-style-type: none"> • A K-12 curriculum that is content-rich, balanced, and rigorous across the four core disciplines of mathematics, science, literature, and history. • The centrality of the Western Tradition in the study of history, literature, philosophy, and the fine arts. • A rich examination of American moral, philosophical, literary, political, and historical traditions. • Explicit phonics instruction in conjunction with strong elementary grammar teaching aimed at English language excellence. • The study of Spanish in grades K-6, of Latin and Greek roots in grades 4-6, and of Latin in grades 7-9 (plus). Culture and Ethos: <ul style="list-style-type: none"> • The acknowledgement of objective standards of truth, logic, weightiness, and beauty. • A school culture that fosters virtue, decorum, respect, discipline, and studiousness among faculty and students. • A school ethos in which well-educated and articulate subject matter experts (teachers) convey real knowledge to students using traditional, teacher-centered methods. • A school that uses technology effectively but without diminishing the faculty leadership crucial to academic achievement. • A school with a plan to serve students in grades K-12, opening at grades K-6 and organically building a grade level each year. 		
School Location	500 SW 3rd Street, Fruitland, ID 83619	School Phone	
Surrounding District	Fruitland School District		
Opening Year	2019		
Current Term	October 11, 2018 - June 30, 2024		
Grades Served	K-12		
Enrollment (Approved)	702	Enrollment (Actual)	

SCHOOL LEADERSHIP	

STUDENT DEMOGRAPHICS				
	School	State	Surrounding District	Neighboring District
Non-White				
Limited English Proficiency				
Special Needs				
Free and Reduced Lunch				

ISAT PROFICIENCY RATES	
Percentage of students meeting or exceeding proficiency in Math	
Percentage of students meeting or exceeding proficiency in English Language Arts	
Percentage of students meeting or exceeding proficiency in Science	
GO-ON RATE (Post-secondary enrollment within 12 months of graduation)	

All proficiency and growth measures will be scored using the ISAT by SBAC, or any state-required standardized test as may replace it. Subject area (math and ELA) may be replaced by similar subject areas if necessary due to statewide changes. On all applicable measures, standard rounding to the nearest whole number will be used for scoring purposes. Measures based on ISAT outcomes exclude alternate ISAT data; as a result, the outcomes shown may differ slightly from those published on the State Department of Education's website.

INDICATOR 1: STATE PROFICIENCY COMPARISON				
Measure 1a	Do math proficiency rates meet or exceed the state average?	Result	Points Possible	Points Earned
Math Proficiency Rate Comparison to State	Exceeds Standard: The school's proficiency rate in math exceeds the state average by 16 percentage points or more.		50	0
	Meets Standard: The school's proficiency rate in math is equal to the state average, or exceeds it by 1 - 15 percentage points.		30 - 45	0
	Does Not Meet Standard: The school's proficiency rate in math is 1 - 10 percentage points lower than the state average.		15 - 29	0
	Falls Far Below Standard: The school's proficiency rate in math is 11 or more percentage points lower than the state average.		0 - 14	0
				0
Notes	The state average will be determined using the same grade set as is served by the public charter school.			
Measure 1b	Do English Language Arts proficiency rates meet or exceed the state average?	Result	Points Possible	Points Earned
ELA Proficiency Rate Comparison to State	Exceeds Standard: The school's proficiency rate in ELA exceeds the state average by 16 percentage points or more.		50	0
	Meets Standard: The school's proficiency rate in ELA is equal to the state average, or exceeds it by 1 - 15 percentage points.		30 - 45	0
	Does Not Meet Standard: The school's proficiency rate in ELA is 1 - 10 percentage points lower than the state average.		15 - 29	0
	Falls Far Below Standard: The school's proficiency rate in ELA is 11 or more percentage points lower than the state average.		0 - 14	0
				0
Notes	The state average will be determined using the same grade set as is served by the public charter school.			

INDICATOR 2: DISTRICT PROFICIENCY COMPARISON				
Measure 2a	Do math (or similar subject area) proficiency rates meet or exceed the district average?	Result	Points Possible	Points Earned
Math Proficiency Rate				
Comparison to District	Exceeds Standard: The school's proficiency rate in math either exceeds the district average by 16 percentage points or more, or is at least 80%.		50	0
	Meets Standard: The school's proficiency rate in math is equal to the district average, or exceeds it by 1 - 15 percentage points.		30 - 45	0
	Does Not Meet Standard: The school's proficiency rate in math is 1 - 10 percentage points lower than the district average.		15 - 29	0
	Falls Far Below Standard: The school's proficiency rate in math is 11 or more percentage points lower than the district average.		0 - 14	0
				0
Notes	The district average will be determined using the same grade set as is served by the public charter school. Fruitland School District will be used for comparison purposes.			
Measure 2b	Do ELA (or similar subject area) proficiency rates meet or exceed the district average?	Result	Points Possible	Points Earned
ELA Proficiency Rate				
Comparison to District	Exceeds Standard: The school's proficiency rate in ELA either exceeds the district average by 16 percentage points or more, or is at least 80%.		50	0
	Meets Standard: The school's proficiency rate in ELA is equal to the district average, or exceeds it by 1 - 15 percentage points.		30 - 45	0
	Does Not Meet Standard: The school's proficiency rate in ELA is 1 - 10 percentage points lower than the district average.		15 - 29	0
	Falls Far Below Standard: The school's proficiency rate in ELA is 11 or more percentage points lower than the district average.		0 - 14	0
				0
Notes	The district average will be determined using the same grade set as is served by the public charter school. Fruitland School District will be used for comparison purposes.			

INDICATOR 3: CRITERION-REFERENCED STUDENT GROWTH (GRADES K-8)				
Measure 3a	Are students making adequate academic growth to achieve math proficiency within 3 years or by 10th grade?	Result	Points Possible	Points Earned
Criterion-Referenced Growth				
Math	Exceeds Standard: At least 85% of students are making adequate academic growth in math.		39-50	0
	Meets Standard: Between 70% and 84% of students are making adequate academic growth in math.		26-38	0
	Does Not Meet Standard: Between 50% and 69% of students are making adequate academic growth in math.		13-25	0
	Falls Far Below Standard: Fewer than 50% of students are making adequate academic growth in math.		0-12	0
Notes				0
Measure 3b	Are students making adequate academic growth to achieve English Language Arts proficiency within 3 years or by 10th grade?	Result	Points Possible	Points Earned
Criterion-Referenced Growth				
ELA	Exceeds Standard: At least 85% of students are making adequate academic growth in ELA.		39-50	0
	Meets Standard: Between 70% and 84% of students are making adequate academic growth in ELA.		26-38	0
	Does Not Meet Standard: Between 50% and 69% of students are making adequate academic growth in ELA.		13-25	0
	Falls Far Below Standard: Fewer than 50% of students are making adequate academic growth in ELA.		0-12	0
Notes				0

INDICATOR 4: NORM-REFERENCED STUDENT GROWTH (GRADES 9-12)				
Measure 4a	Are students making expected academic growth in math compared to their academic peers?	Result	Points Possible	Points Earned
Norm-Referenced Growth Math	Exceeds Standard: The school's median student growth percentile in math falls between the 66th and 99th percentile.		39-50	0
	Meets Standard: The school's median student growth percentile in math falls between the 43rd and 65th percentile.		26-38	0
	Does Not Meet Standard: The school's median student growth percentile in math falls between the 30th and 42nd percentile.		13-25	0
	Falls Far Below Standard: The school's median student growth percentile in math falls below the 30th percentile.		0-12	0
				0
Notes	Growth will be calculated using 8th and 10th grade ISAT scores. Individual students' growth will be compared to the growth of other students, statewide, who fell in the same category (below basic, basic, proficient, or advanced) on the 8th grade ISAT.			
Measure 4b	Are students making expected academic growth in English Language Arts compared to their academic peers?	Result	Points Possible	Points Earned
Norm-Referenced Growth ELA	Exceeds Standard: The school's median student growth percentile in ELA falls between the 66th and 99th percentile.		39-50	0
	Meets Standard: The school's median student growth percentile in ELA falls between the 43rd and 65th percentile.		26-38	0
	Does Not Meet Standard: The school's median student growth percentile in ELA falls between the 30th and 42nd percentile.		13-25	0
	Falls Far Below Standard: The school's median student growth percentile in ELA falls below the 30th percentile.		0-12	0
				0
Notes	Growth will be calculated using 8th and 10th grade ISAT scores. Individual students' growth will be compared to the growth of other students, statewide, who fell in the same category (below basic, basic, proficient, or advanced) on the 8th grade ISAT.			

INDICATOR 5: COLLEGE & CAREER READINESS (GRADES 9-12)				
Measure 5a	Are students graduating from high school on time?	Result	Points Possible	Points Earned
Four-Year Adjusted Cohort Graduation Rate	Exceeds Standard: The school's four-year ACGR was at least 90%.		125	
	Meets Standard: The school either: a) had a four-year ACGR of 80% - 89% OR b) had a four-year ACGR of at least 66% AND met its progress goal.		100	
	Does Not Meet Standard: The school met its progress goal but had a four-year ACGR below 66%.		75	
	Falls Far Below Standard: The school did not meet its progress goal and had a four-year ACGR below 66%.		0-65	0
				0
Notes	The school's graduation rate progress goal will be established by the state accountability system. If such goals are not established by the state accountability system in any given year, the school's graduation rate progress goal will be established as follows: The progress goal will represent the school's most recent four-year ACGR plus one-sixth of the amount of growth needed to decrease the rate of non-graduates by 50% within 6 years, using the most recent school year as the baseline year. If the school does not have baseline data, its progress goal will initially be based on the surrounding district average graduation rate.			
	Graduation rates are calculated on a 4-year-plus-summer cohort; for this reason, data availability will always run one year behind (that is, annual reports will contain graduation rate data from the cohort preceding the most recent school year. For example, 2015-16 ACGRs will be reflected in 2017 reports.)			
	The 66% "floor" established by the bottom two categories is based on ESSA's mandatory inclusion in Targeted Support of any school that graduates fewer than 2/3 of its students on time.			

INDICATOR 1: EDUCATIONAL PROGRAM				
Measure 1a Implementation of Educational Program	Is the school implementing the material terms of the educational program as defined in the charter and performance certificate? Meets Standard: The school implements the material terms of the mission, vision, and educational program in all material respects, and the implementation of the educational program reflects the essential elements outlined in the charter and performance certificate. A cohesive professional development program is utilized. Partially Meets Standard: The school partially implements the material terms of the mission, vision, and educational program. However, implementation is incomplete, not cohesive, inconsistent, unclear, and/or unsupported by adequate resources and professional development. Does Not Meet Standard: The school has deviated from the material terms of the mission, vision, and/or essential elements of the educational program as described in the performance certificate, without an approved amendment, such that the program provided differs substantially from the program described in the charter and performance certificate.	Result	Points Possible	Points Earned
Notes			25	
			15	
			0	
				0
Measure 1b Educational Requirements	Is the school complying with applicable educational requirements? Meets Standard: The school materially complies with applicable laws, rules, regulations , and provisions of the performance certificate relating to educational requirements, including but not limited to: Instructional time requirements, graduation, and promotional requirements, content standards including the Common Core State Standards, the Idaho State Standards, state assessments, and implementation of mandated programming related to state or federal funding. Partially Meets Standard: The school has exhibited non-compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to educational requirements; however, matters of non-compliance are minor and quickly remedied, with documentation, by the governing board. Does Not Meet Standard: The school exhibits frequent and/or significant non-compliance with applicable laws, rules, regulations, and provisions of the performance certificate relating to educational requirements; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.	Result	Points Possible	Points Earned
Notes			25	
			15	
			0	
				0

<div>Measure 1c</div> <div>Students with Disabilities</div> <div>Is the school protecting the rights of students with disabilities?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to the treatment of students with identified disabilities and those suspected of having a disability, including but not limited to: Equitable access and opportunity to enroll; identification and referral, appropriate development and implementation of IEPs and Section 504 plans; operational compliance, including provisions of services in the LRE and appropriate inclusion in the school's academic program, assessments, and extracurricular activities; discipline, including due process protections, manifestation determinations, and behavioral intervention plans; access to school's facility and programs; appropriate use of all available applicable funding.</p><p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to the treatment of students with identifiable disabilities and those suspected of having a disability. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant non-compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to the treatment of students with identifiable disabilities and those suspected of having a disability; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		Result	Points Possible	Points Earned
			25	
			15	
			0	
				0
<div>Measure 1d</div> <div>English Language Learners</div> <div>Is the school protecting the rights of English Language Learner (ELL) students?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations , and provisions of the performance certificate relating to requirements regarding ELLs, including but not limited to: Equitable access and opportunity to enroll; required policies related to the service of ELL students; compliance with native language communication requirements; proper steps for identification of students in need of ELL services; appropriate and equitable delivery of services to identified students; appropriate accommodations on assessments; exiting students from ELL services; and ongoing monitoring of exited students.</p><p>Partially Meets Standard: The school has exhibited non-compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to the treatment of ELL students; however, matters of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant non-compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to requirements regarding ELLs; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		Result	Points Possible	Points Earned
			25	
			15	
			0	
				0

INDICATOR 2: FINANCIAL MANAGEMENT AND OVERSIGHT				
Measure 2a	Is the school meeting financial reporting and compliance requirements?	Result	Points Possible	Points Earned
Financial Reporting and Compliance	<p>Meets Standard: The school materially complies with applicable laws, rules, regulations , and provisions of the performance certificate relating to financial reporting requirements, including but not limited to: Complete and on-time submission of financial reports including annual budget, revised budgets (if applicable) periodic financial reports as required by PCSC, and any reporting requirements if the board contracts with an Education Service Provider; on-time completion and submission of the annual independent audit and corrective action plans (if applicable); and all reporting requirements related to the use of public funds.</p> <p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and provisions of the performance certificate relating to financial reporting requirements. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p> <p>Does Not Meet Standard: The school exhibits frequent and/or significant non-compliance with applicable laws, rules, regulations, or provisions of the performance certificate relating to financial reporting requirements; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.</p>		25	
			15	
			0	
Notes				0
Measure 2b	Is the school following General Accepted Accounting Principles (GAAP)	Result	Points Possible	Points Earned
GAAP	<p>Meets Standard: The school materially complies with applicable laws, rules, regulations , and provisions of the performance certificate relating to financial management and oversight expectations as evidenced by an annual independent audit, including but not limited to: An unqualified audit option, an audit devoid of significant findings and conditions, material weakness, or significant internal control weaknesses; and an audit that does not include a going concern disclosure in the notes or an explanatory paragraph within the audit report.</p> <p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and provisions of the performance certificate relating to financial management and oversight expectations as evidenced by an annual independent audit. Any matters of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p> <p>Does Not Meet Standard: The school exhibits failure to comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to financial management and oversight expectations as evidenced by an annual independent audit; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.</p>		25	
			15	
			0	
Notes				0
Measure 2c	Is the school successfully enrolling the projected number of students?	Result	Points Possible	Points Earned
Enrollment Variance	<p>Meets Standard: Enrollment variance equaled or exceeded 95 percent in the most recent fiscal year.</p> <p>Partially Meets Standard: Enrollment variance was between 90 and 95 percent in the most recent fiscal year.</p> <p>Does Not Meet Standard: Enrollment variance was less than 90 percent in the most recent fiscal year.</p>		25	
			15	
			0	
Notes	Enrollment variance is calculated by dividing actual mid-term enrollment by the enrollment projection in the school's board-approved budget, as submitted to the SDE at the beginning of the fiscal year.			0

INDICATOR 3: GOVERNANCE AND REPORTING				
Measure 3a	Is the school complying with governance requirements?	Result	Points Possible	Points Earned
Governance Requirements	<p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to governance by its board, including but not limited to: board policies; board bylaws; code of ethics; conflicts of interest; board composition; and compensation for attendance at meetings.</p> <p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and provisions of the performance certificate relating to governance by its board. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p> <p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to governance by its board; and/or matters of non compliance are not quickly remedied, with documentation, by the governing board.</p>		25	
			15	
			0	
Notes				0
Measure 3b	Is the board fulfilling its oversight obligations?	Result	Points Possible	Points Earned
Board Oversight	<p>Meets Standard: The school's board practices consistent, effective oversight of the school, including but not limited to frequent review of the school finances and academic outcomes. Board meeting agendas, packets, and minutes reflect competent oversight practices and actions to foster academic, operational, and financial strength of the school, including ongoing board training, policy review, and strategic planning. The school's board has adopted and maintains a complete policy book.</p> <p>Partially Meets Standard: Some of the school board's oversight practices are underdeveloped, inconsistent, incomplete, or reflect a need for additional training. Board meeting agendas, packets, and minutes reflect meaningful efforts toward self-evaluation and improvement. The school's policy book may be substantially complete but require additional maintenance.</p> <p>Does Not Meet Standard: The school's board fails to practice consistent, effective oversight of the school, and/or documentation of competent oversight practices and actions is not maintained. The school's policy book may be incomplete, unmaintained, or non-existent.</p>		25	
			15	
			0	
Notes				0

<div>Measure 3c</div> <div>Reporting Requirements</div> <div>Is the school complying with reporting requirements?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to relevant reporting requirements to the PCSC, the SDE, the SBOE, and/or federal authorities, including but not limited to: accountability tracking; attendance and enrollment reporting; compliance and oversight; and additional information requested by the authorizer.</p><p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and provisions of the performance certificate relating to relevant reporting requirements to the PCSC, the SDE, the SBOE, and/or federal authorities. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, and provisions of the performance certificate relating to relevant reporting requirements to the PCSC, the SDE, the SBOE, and/or federal authorities; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		Result	Points Possible	Points Earned
			25	
			15	
			0	
				0
<div>Measure 3d</div> <div>Public Transparency</div> <div>Is the school complying with public transparency requirements?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to public transparency, including but not limited to: maintenance of its website, timely availability of board meeting minutes, and accessibility of documents maintained by the school under the state's Freedom of Information Act, Open Meeting Law, Public Records Law, and other applicable authorities.</p><p>Partially Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to public transparency. Any instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, and provisions of the performance certificate relating to public transparency; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		Result	Points Possible	Points Earned
			25	
			15	
			0	
				0
<div>Measure 3e</div> <div>Credentialing & Background Checks</div> <div>Is the school meeting employee credentialing and background check requirements?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and requirements of the performance certificate relating to state and federal certification and background check requirements.</p><p>Partially Meets Standard: The school materially complies with applicable laws, rules, regulations, and provisions of the performance certificate relating to state and federal certification and background check requirements. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to state and federal certification and background check requirements; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		Result	Points Possible	Points Earned
			25	
			15	
			0	
				0

<div>Measure 3f</div> <div>Information Handling</div> <div>Is the school handling information appropriately?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and requirements of the performance certificate relating to the handling of information, including but not limited to: maintaining the security of student records under the Family Educational Rights and Privacy Act and other applicable authorities; storing and transferring student and personnel records; and securely maintaining testing materials.</p><p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and requirements of the performance certificate relating to the handling of information. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to the handling of information; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board.</p></div> <div>Notes</div>		<div>Result</div> <div>Points Possible</div> <div>25</div> <div>15</div> <div>0</div> <div>0</div>
INDICATOR 4: SCHOOL ENVIRONMENT		
<div>Measure 4a</div> <div>Transportation</div> <div>Is the school complying with transportation requirements?</div> <div><p>Meets Standard: The school provides student transportation within its primary attendance area and materially complies with applicable laws, rules, regulations, and requirements of the performance certificate relating to transportation.</p><p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, or requirements of the performance certificate relating to transportation; and/or provides and incomplete form of transportation services. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to transportation; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board; and/or the school does not provide transportation.</p></div> <div>Notes</div>		<div>Result</div> <div>Points Possible</div> <div>25</div> <div>15</div> <div>0</div> <div>0</div>
<div>Measure 4b</div> <div>Public Transparency</div> <div>Is the school complying with facilities requirements?</div> <div><p>Meets Standard: The school materially complies with applicable laws, rules, regulations, and requirements of the performance certificate relating to the school facilities and grounds, including but not limited to: Americans with Disabilities Act, fire inspections and related records, viable certification of occupancy or other required building use authorization, and documentation of requisite insurance coverage. The school facility is clean, well-maintained, and adequate for school operations.</p><p>Partially Meets Standard: The school largely exhibits compliance with applicable laws, rules, regulations, and requirements of the performance certificate relating to the school facilities and grounds. Instances of non-compliance are minor and quickly remedied, with documentation, by the governing board. Additional facility maintenance and/or updates have been recommended by DBS.</p><p>Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with applicable laws, rules, regulations, or provisions of the performance certificate relating to the school facilities and grounds; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board. The school facility may be in need of modification or repair required by DBS.</p></div> <div>Notes</div>		<div>Result</div> <div>Points Possible</div> <div>25</div> <div>15</div> <div>0</div> <div>0</div>

INDICATOR 5: ADDITIONAL OBLIGATIONS				
Measure 5a	Is the school complying with all other obligations?	Result	Points Possible	Points Earned
Additional Obligations			25	
	Meets Standard: The school materially complies with all other material legal, statutory, regulatory, or contractual requirements that are not otherwise explicitly stated herein, including but not limited to requirements from the following sources: revisions to statute and administrative rule; requirements of the State Department of Education; and requirements of the accrediting body.		15	
	Partially Meets Standard: The school largely complies with all other material legal, statutory, regulatory, or contractual requirements that are not otherwise explicitly stated herein. Matters of non-compliance, if any, are minor and quickly remedied, with documentation, by the governing board.		0	
	Does Not Meet Standard: The school exhibits frequent and/or significant failure to materially comply with all other material legal, statutory, regulatory, or contractual requirements contained in its charter contract that are not otherwise explicitly stated herein; and/or matters of non-compliance are not quickly remedied, with documentation, by the governing board.			0
Notes				

INDICATOR 1: NEAR-TERM				
Measure 1a	Current Ratio: Current Assets divided by Current Liabilities	Result	Points Possible	Points Earned
Current Ratio	<p>Meets Standard: Current Ratio is greater than or equal to 1.1 OR Current Ratio is between 1.0 and 1.1 and one-year trend is positive (current year ratio is higher than last year's). <i>Note: For schools in their first or second year of operation, the current ratio must be greater than or equal to 1.1.</i></p> <p>Does Not Meet: Current Ratio is between 0.9 and 1.0 or equals 1.0 OR Current Ratio is between 1.0 and 1.1 and one-year trend is negative.</p> <p>Falls Far Below Standard: Current ratio is less than or equal to 0.9.</p>		50	
			10	
			0	
				0
Notes				
Measure 1b	Current Ratio: Cash divided by Current Liabilities	Result	Points Possible	Points Earned
Cash Ratio	<p>Meets Standard: Cash Ratio is greater than 1.0 OR Cash Ratio is equal to 1.0 and one-year trend is positive (current year ratio is higher than last year's).</p> <p>Does Not Meet: Cash Ratio is between 0.9 and 1.0 OR Cash Ratio equals 1.0 and one-year trend is negative.</p> <p>Falls Far Below Standard: Cash ratio is equal to or less than 0.9.</p>		50	
			10	
			0	
				0
Notes				
Measure 1c	Unrestricted Days Cash: Unrestricted Cash divided by (Total Expenses minus Depreciation Expense/365)	Result	Points Possible	Points Earned
Unrestricted Days Cash	<p>Meets Standard: 60 Days Cash OR Between 30 and 60 Days Cash and one-year trend is positive. <i>Note: Schools in their first or second year of operation must have a minimum of 30 Days Cash.</i></p> <p>Does Not Meet: Days Cash is between 15-30 days OR Days Cash is between 30-60 days and one-year trend is negative.</p> <p>Falls Far Below Standard: Fewer than 15 Days Cash.</p>		50	
			10	
			0	
				0
Notes				
Measure 1d	Default	Result	Points Possible	Points Earned
Default	<p>Meets Standard: School is not in default of financial obligations. Financial obligations include, but are not limited to: nonpayment, breach of financial representation, non-reporting, non-compliance, financial judgements, loan covenants, and/or tax obligations.</p> <p>Does Not Meet: School is in default of financial obligations.</p>		50	
			0	
				0
Notes				

INDICATOR 2: SUSTAINABILITY				
Measure 2a	Total Margin: Net Income divided by Total Revenue AND Aggregated Total Margins: Total 3-Year Net Income divided by Total 3-Year Revenues.	Result	Points Possible	Points Earned
Total Margin and Aggregated				
3-Year Total Margin	Meets Standard: Aggregated 3-yar Total Margin is positive and the most recent year Total Margin is positive OR Aggregated 3-Year Total Margin is greater than -1.5 percent, the trend is positive for the last two years, and the most recent year Total Margin is positive. <i>Note: For schools in their first or second year of operation, the</i>		50	
	Does Not Meet: Aggregated 3-Year Total Margin is greater than -1.5 percent, but trend does not "Meet Standard".		30	
	Falls Far Below Standard: Aggregated 3-Year Total Margin is less than or equal to -1.5 percent OR the most recent year Total Margin is less than -10 percent.		0	
Notes				0
Measure 2b	Debt to Asset Ratio: Total Liabilities divided by Total Assets	Result	Points Possible	Points Earned
Debt to Asset Ratio				
	Meets Standard: Debt to Asset Ratio is less than 0.9.		50	
	Does Not Meet: Debt to Asset Ratio is between 0.9. and 1.0		30	
	Falls Far Below Standard: Debt to Asset Ratio is greater than 1.0		0	
Notes				0
Measure 2c	Cash Flow: Multi-Year Cash Flow = Year 3 Total Cash - Year 1 Total Cash AND One -Year Cash Flow = Year 2 Total Cash - Year 1 Total Cash	Result	Points Possible	Points Earned
Cash Flow				
	Meets Standard: Multi-Year Cumulative Cash Flow is positive and Cash Flow is positive each year OR Multi-Year Cumulative Cash Flow is positive, Cash Flow is positive in one of two years, and Cash Flow in the most recent year is positive. Note: Schools in their fist or second year of operation must have positive cash flow.		50	
	Does Not Meet: Multi-Year Cumulative Cash Flow is positive, but trend does not "Meet Standard"		30	
	Falls Far Below Standard: Multi-Year Cumulative Cash Flow is negative.		0	
Notes				0
Measure 2d	Debt Service Coverage Ratio: (Net Income + Depreciation + Interest Expense)/(Annual Principal, Interest, and Lease Payments)	Result	Points Possible	Points Earned
Debt Service Coverage Ratio				
	Meets Standard: Debt Service Coverage Ratio is equal to or exceeds 1.1		50	
	Does Not Meet: Debt Service Coverage Ratio is less than 1.1		0	
Notes				0

Appendix C: Pre – Opening Requirements

New School Pre-Opening Requirements

The following items must be collected by the PCSC for your school's files.

ITEM	COLLECTION BY PCSC
Performance Certificate Executed	
Bylaws Executed	
Articles of Incorporation	
Conflict of Interest and/or Code of Ethics Statement	
Facility Lease or Mortgage Executed	
Annual Board Approved Budget	
501c3 Approval Letter	
Org Chart	
Board Member and School Leader Contact Information (PCSC Dashboard)	
Emergency Incident Team Communication Plan	

The tasks referenced below are detailed on the following pages. The lists include tasks related to requirement for opening as well as tasks representing best practices in new school launch. While each school's pre-opening process is expected to be different, all schools must satisfactorily address all tasks listed.

ITEM	PCSC Verification
Enrollment is Sufficient for Operation	
Meeting 1 Tasks (see "Pre-Opening Checklist", "Meeting 1 - October" tab)	
Meeting 2 Tasks (see "Pre-Opening Checklist", "Meeting 2 - December" tab)	
Meeting 3 Tasks (see "Pre-Opening Checklist", "Meeting 3 - February" tab)	
Meeting 4 Tasks (see "Pre-Opening Checklist", "Meeting 4 - April" tab)	
Meeting 5 Tasks (see "Pre-Opening Checklist", "Meeting 5 - June" tab)	
Final Tasks and Facilities Visit (See "Pre-Opening Checklist", "Final Facilities Visit - August" tab)	

Certificate is hereby given that all facts and representations on this assurance document are true and correct.

Printed Name and Title of Authorized Charter School Representative

Signature

Date

Printed Name of PCSC Representative

Signature

Date

Public Charter School Commission Pre-Operational School Meeting #1

	Date of Meeting:	School Attendees:	PCSC Attendees:	
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Facilities plan is on track for opening Y / N	Facilities Notes:	
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CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Finance	Performance Certificate Executed	Y	Fully Executed Copy on File at PCSC and School		
Governance	Bylaws	Y	Executed Copy and Meeting Minutes evidencing Adoption		
Governance	Articles of Incorporation (to be filed with Secretary of State)	Y	Executed Copy and Meeting Minutes evidencing Adoption		
Governance	Conflict of Interest Statement / Code of Ethics (33-5200 ; 74-404)	Y	Signed by Each Board Director		
Governance	Independent Legal Counsel Secured		Meeting Minutes evidencing Approval of Engagement		
Governance	501c3 (file the IRS 1023 form, extensive application and approx. \$1K cost, recommend you work with your legal counsel to review) (Application will require board establishment documentation such as executed bylaws, conflict, articles, etc.)	Y	Approval or Interim Approval letter from the IRS (the final letter can take months to arrive, for most purposes the interim letter is sufficient)		
Governance	File with Secretary of State (will need executed articles of incorporation)		Verified by PCSC staff at: https://www.accessidaho.org/public/sos/corp/search.html		

LOOKING FORWARD

Registrar	Comprehensive Recruitment Plan		Discussion of Plan	
Registrar	Compliant and Accessible Student Enrollment Application (considers potential language barriers a/o access to technology as well as efficiency and security of data collection)		Discussion of Plan	
Technology	5 Year IT plan (you'll need this for E-rate applications. Good to start early as this will take time and could affect facilities work late winter/early spring)		Discussion of Plan	
Transportation	It is recommended that you start this plan early as you'll need to utilize the procurement process		Discussion of Plan	
Nutrition	Wellness Plan (required for NSLP compliance, but not until July after first op year. Recommended that you get this in place asap as it can be positive leverage for grants and will be easier to implement from the beginning)		Discussion of Plan	

Public Charter School Commission Pre-Operational School Meeting #2

	Date of Meeting:	School Attendees:	PCSC Attendees:		
Facilities plan is on track for opening Y / N	Facilities Notes:				
CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Policy	Employee Handbook (Summary of applicable policies, see policy list tab for requirements and recommendations)		Document Review		
Finance	Bank Account Established		Discussion		
Finance	Signatories Identified (best practice is 2 required, but 3 identified)		Meeting minutes evidencing appointment.		
Finance	salary scale developed (considers fair hiring practices and local hiring competition)		Discussion of Plan		
Finance	EIN number established (state Tax ID number)		Verify Number exists		
Finance	DUNS number established (required for eligibility to receive government dollars)		Verify Number exists		
Registrar	Comprehensive Recruitment Plan		Discussion of Plan		
Registrar	Compliant and Accessible Student Enrollment Application (considers potential language barriers a/o access to technology as well as efficiency and security of data collection)		Discussion of Plan		
HR	Staffing Plan Established and comprehensive (should reflect enrollment projections, anticipated demographics, model specific needs, and budgets)		Discussion of Plan (recording on dashboard tab)		
HR	job descriptions for general positions are generally representative of duties		Document Review		
Technology	5 Year IT plan (you'll need this for E-rate applications. Good to start early as this will take time and could affect facilities work late winter/early spring)		Discussion of Plan	Erate Flow chart	
Stakeholders	Org Chart (stakeholders have adequate access to personnel) (Occasionally we receive calls from concerned parents. Access to this information will help us refer parents to your adopted procedures.)	Y	If this document is not provided on your website, a copy will need to be provided to the PCSC for our files.		
Stakeholders	Curriculum Selection Process (should evidence research and stakeholder input as well as a plan for regular review regarding efficacy)		Discussion of Plan	consider: IC 33-512A	
Assessment	data analysis / Assessment plan		Discussion of Plan		
Special Populations	Home Language Survey (a section of the registration paperwork)		Document Review		
Governance	Board Meeting Calendar (high level evidence that the board is planning for key work such as, administrator evaluation process, academic performance review, the audit report, etc.)		Document Review		
Governance	Board Meeting Training - outlining topics, calendar, resources, and facilitator.		Document Review		
Governance	Job Descriptions for Board Officers (chair, secretary, treasurer, etc.) and Committees (governance, academic, finance, etc.)		Document Review		
Governance	Meeting Agendas posted Accurately		Process and Document Review	Open Meetings Law	
Governance	Board Meeting Minutes (format consistent, content sufficient, see open meetings law)	Y	Several Examples will be required throughout the pre-operational year		
Governance	Board Member Succession, Orientation, and Termination Process		Process review		
LOOKING FORWARD					
HR	Business Manager Hired		Discussion		
Operations	Review the LEA Request Form for SDE		Discussion		
HR	Administrator hired (process needs to evidence fair hiring practices)		Process or Policy Review		

Public Charter School Commission Pre-Operational School Meeting #3

	Date of Meeting:	School Attendees:	PCSC Attendees:	
Facilities plan is on track for opening Y / N	Facilities Notes:			

CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Policy	Finance Manual Review (Summary of applicable policies, see policy list tab for requirements and recommendations)	Y	Document Review		
Finance	PO Process Outlined (for admin, board, and staff if different)		Discussion of Plan		
Finance	reimbursement request forms and process established		Discussion of Plan		
Finance	Procurement procedures in place		need to determine what about this process is required.		
Registrar	Records Request process		Document Review		
Finance	Kitchen Capital Purchases (warming ovens, smallwares, etc.)		Discussion		
Registrar	Notification of lottery date posted		PCSC Staff will verify this on school's website		
Registrar	First Offer Notification and Expiration Process		Discussion/Document Review		
Registrar	Registration Paperwork Complaint		Document Review		
HR	salaried contract established and compliant		Document Review		
HR	hourly contract established and compliant		Document Review		
HR	Time-off request forms/ process developed		Document Review		
HR	Administrator hired (process needs to evidence fair hiring practices - see policy tab)		Process or Policy Review		
Safety	playground safe practices outlined (student expectations for outdoor play and supervision plan/expectations. Document should reflect how this information is presented to teachers/students or playground attendants)		Document Review	Resources: https://schoolsafety.dbs.idaho.gov/repository/playgrounds/	
Finance	Maintenance Capital Purchases (lawn mower, floor scrubber)		Discussion in June; Site Visit Observation in Aug		
Safety	medical administration plan (policy recommended; documents should include statement of policy, administration tracking chart, and parent signature line. Options for nurse/admin administration as well as student self admin - i.e. diabetes, inhaler, or epi pen)		Document and Process review		
Safety	Materials Safety Data Sheet (MSDS) utilized appropriately through the school (any chemicals need to be stored appropriately and usage must be tracked according to these guidelines. Mostly applies to chemistry supplies, but may also apply to janitorial or art supplies. This will matter for fire safety and health inspections. verify that your school is compliant if applicable)		Document and Process review (if applicable)		
LOOKING FORWARD					
Finance	Facility Lease or Mortgage Executed	Y	Fully Executed Copy on File at PCSC and School		
Finance	Accounting System Secured and Set up		Discussion		
Registrar	Records tracking for special services process				
Asset Management	Asset tracking and Materials Receipt Process		Discussion		
Registrar	Student File Compliance Check		Student File plan review/feedback; file spot check in August		
Safety	facilities safety checklists (indoor and outdoor) established		Document Review		
Safety	Crisis Management Plan (review with your local emergency responders the summer before opening; start early as a quality plan will take several months to develop) (plan should include training materials, quick reference guide, evacuation maps, recovery plan, roles of incident team personnel, communication plan, and drill tracking document)	Y	PCSC will need a copy of your "Incident Team" org chart with roles defined and your "Recovery Plan" timeline. We will also need to be included on your emergency notification system (whether that is text system, phone tree, or email distribution system).	Resources: https://schoolsafety.dbs.idaho.gov/training/	
Safety	drop off and dismissal procedures established (evidence should reflect how this information is shared with families as well as supervision expectations)		Document Review		

Public Charter School Commission Pre-Operational School Meeting #4

	Date of Meeting:	School Attendees:	PCSC Attendees:		
Facilities plan is on track for opening	Facilities Notes:				
CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Policy	Student/Family Handbook Review (Summary of applicable policies, see policy list tab for requirements and recommendations)	Y	Document Review		
Finance	check printing ability secured		Discussion		
Registrar	SIS System acquired		Discussion		
HR	payroll and timecard systems adopted		Discussion		
HR	Substitute process established		Discussion		
HR	Health Benefits Secured		Discussion		
HR	Retirement Benefits Secured		Discussion		
HR	New Hire Process Established (paperwork, legal, payroll, benefits, etc.)		Document Review. A sample new-hire checklist is sufficient.		
HR	New Hire Orientation Established (should consider certified and classified staff and evidence plans for beginning of year as well as mid-year hires)		Discussion		
HR	Business Manager Hired		Discussion		
Reporting	PCSC Reporting Calendar Reviewed		Discussion		
Reporting	SDE Reporting Calendar Reviewed		Discussion		
Reporting	Stakeholder Reporting Calendar Established (should evidence report cards, state of the school address, stakeholder survey timelines, etc.)		If this type of information is embedded in your published school calendar, no further evidence is necessary.		
Reporting	Principal's Repot (to Board) Plan (i.e. data dashboard) Best practices include a standard set of data reported to the governing board by the school principal each meeting. This data should reflect progress toward established goals, and attempt to reflect the board's administrator evaluation process.		Discussion of Plan/ Document Review		
Culture	Community Meeting Plan (assemblies)		If this information is embedded in your daily schedule, no further evidence is required. If not, discussion.		
Stakeholders	Community Event Plan (student work showcases, conferences, etc.)		if this information is embedded in your published school calendar, no further evidence is necessary. If not, discussion.		
Instruction	school-wide professional development plan (should include plcs with time sufficiently reflected in the calendar and daily schedule)		Document Review		
Instruction	Teacher coaching plan (reflecting how individual needs will be met beyond the school-wide PD plan)		Document Review		
Instruction	Teacher formal evaluation tools are developed		Document Review		
Special Populations	Special Education Director Identified		Discussion regarding qualifications, start date, and plan for student intake and paras.		
Special Populations	504 coordinator identified		Discussion regarding qualifications, start date, and time allocation		
Nutrition	NSLP application approved (if applicable)		Discussion		
Culture	common behaviors description (transitions, bathrooms, cafeteria, etc.)		Document Review		
Culture	Positive Behavior Plan (this is in extension of the formal discipline policies and should evidence the school's day to day philosophy and procedures for classroom management)		Document Review		
Culture	Annual Calendar	Y	Board Approved Final Copy		
Culture	Daily Schedule	Y	Board Approved Final Copy		
Culture	Extra Curricular Plan Established (if applicable)		Discussion		
Culture	After school Care Plan Established (if applicable)		Discussion		
Technology	Website Compliance Check		PCSC will verify online at various times		
LOOKING FORWARD					
Instruction	Curriculum Map for first year (minimally)		Document Review		
Finance	Consolidated Federal and State Grant Applications		Contact SDE (due 5/1)		
Governance	New Charter School Bootcamp		Contact SDE		
Instruction	First two weeks curriculum plan process		Document Review		

Public Charter School Commission Pre-Operational School Meeting #5					
	Date of Meeting:	School Attendees:	PCSC Attendees:		
Facilities plan is on track for opening	Facilities Notes:				
CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Special Populations	Identifying and serving at-risk students		Discussion of Plan/ Document Review		
Special Populations	Child Find Procedures in place		Discussion of Plan		
Governance	School Leader Evaluation Tools	Y	Document (if modified from SDE)		
Finance	Transportation Contract Executed		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Landscaping/Snow Removal Contract Executed		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Special Services (speech, OT, etc.) Identified and retained		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Independent Auditor Contract Executed		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	IT Contract Executed (if applicable)		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	D&O Insurance Policy Secured		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Property and Liability Insurance Secured		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Workers Compensation Insurance Secured		Meeting Minutes evidencing contract award or authorization for signatory		
Finance	Facility Lease or Mortgage Executed	Y	Fully Executed Copy on File at PCSC and School		
Finance	Accounting System Secured and Set up		Discussion		
Finance	monthly finance reports established for board		Document Review		
Registrar	Family orientation process		Discussion		
Registrar	New student beginning of year process		Discussion		
Registrar	New student mid-year process		Discussion		
Registrar	Records tracking for special services process		Discussion		
Assessment	Assessment Coordinator Identified		Discussion regarding qualifications, start date, and sufficient time allocation.		
Asset Management	Asset tracking and Materials Receipt Process		Discussion		
Special Populations	ELL coordinator identified		Discussion regarding qualifications, start date, and plans for reviewing student records.		
Safety	drop off and dismissal procedures established		Discussion		
Nutrition	FRL application process established		Discussion		
Finance	Vended Program Contract Executed or Food and Milk Vendors Contracts Executed		Discussion		
Safety	Crisis Management Plan (review with your local emergency responders the summer before opening; start early as a quality plan will take several months to develop) (plan should include training materials, quick reference guide, evacuation maps, recovery plan, roles of incident team personnel, communication plan, and drill tracking document)	Y	PCSC will need a copy of your "Incident Team" org chart with roles defined and your "Recovery Plan" timeline. We will also need to be included on your emergency notification system (whether that is text system, phone tree, or email distribution system).		
Finance	Charter School Advanced Payment Request Awareness		Contact SDE		
Finance	Transportation Advance Payment Request Awareness		Contact SDE		
Special Populations	Special Education Assurances Filed with SDE Awareness		Contact SDE		
Special Populations	RTI Process Established		Document Review		
LOOKING FORWARD					
Finance	Primary Curriculum Materials (for core subjects and model specific)		Discussion in June; Site Visit Observation in Aug		
Finance	Curriculum Support Materials (counters, etc.)		Discussion in June; Site Visit Observation in Aug		
Finance	Classroom Consumables (markers, paper)		Discussion in June; Site Visit Observation in Aug		
Finance	Maintenance Consumables (cleaning supplies, paper towels)		Discussion in June; Site Visit Observation in Aug		
Finance	Office Consumables (paper, folders)		Discussion in June; Site Visit Observation in Aug		
Finance	Kitchen non-food consumables (napkins, disposable products, gloves)		Discussion in June; Site Visit Observation in Aug		
Registrar	Student Data uploaded to SIS		Discussion		
HR	Background Checks are completed for all staff		Handbook		
HR	Teacher License verification		Discussion of Process and record keeping.		
Special Populations	Record Keeping plan is established for Special Education		Document Review		
Reporting	Annual Budget Submitted to SDE/PCSC	Y	meeting minutes documenting approval	33-801	

Public Charter School Commission Pre-Operational School Meeting #6

	Date of Meeting:	School Attendees:	PCSC Attendees:		
CATEGORY	TOPIC	COPY FOR PCSC	EVIDENCE FOR REVIEW	COMMENTS	VERIFICATION
Finance	Primary Curriculum Materials (for core subjects and model specific)		Observation		
Finance	Curriculum Support Materials (counters, etc.)		Observation		
Finance	Classroom Consumables (markers, paper)		Observation		
Finance	Maintenance Consumables (cleaning supplies, paper towels)		Observation		
Finance	Office Consumables (paper, folders)		Observation		
Finance	Kitchen non-food consumables (napkins, disposable products, gloves)		Observation		
Registrar	Student Data uploaded to SIS and compatibility with ISEE verified		Review		
	Background Checks are completed for all staff and volunteer background check procedures are outlined for a parent audience		Document Review (excerpts from employee and family handbook)		
HR	Teacher License verification (this is due to SDE via ISEE by 10/17)		Discussion of Process and record keeping.		
HR	Variance request/ hard to fill positions		Contact SDE if necessary		
Instruction	Curriculum Map for first year		Document Review / Discussion		
Instruction	First two weeks curriculum plan process		Document Review / Discussion		
	IT coordinator is identified and sufficiently trained or Contracted Services has been retained		Discussion regarding qualifications and duties.		
Technology	Classroom equipment is operational for teacher use (computers, projectors, doc cams, etc.)		Observation		
Technology	Equipment is operational for student use (computers, network, logins set up, etc.)		Observation		
Technology	Internet Access functional and sufficient		Observation		
Safety	facilities safety checklists (indoor and outdoor) established		Document Review		
			Document Review / Observation of any accommodated eating space		
Nutrition	allergies accounted for		Document Review		
Facilities	Health Inspection Passed and Filed		Document Review		
Facilities	Fire Inspection Passed and Filed		Document Review		
Facilities	Occupancy Certificate Posted		Document Review		
Facilities	Building Safety Inspection Posted		Document Review		
	Security Plan as applicable(cameras, secured areas/doors, doors labeled for visitors, etc.)		Observation		
Facilities	Key Distribution Record		Document Review		
	student space staging is complete prior to back to school night (classrooms and common spaces), age appropriate, and meets needs of model		Observation		
Facilities	special populations areas are prepared (variety of spaces and record security)		Observation		
Facilities	employee work room prepared		Observation		
Facilities	outdoor play space prepared		Observation		
Registrar	Student File Compliance Check		Student file spot check		

Appendix D: Charter

Treasure Valley Classical Academy

K-12
Opening 2018
School Location (Fruitland District #373)
Fruitland, Idaho 83619

June 25, 2018

Ronda Baines
PO Box 197
info@tvacademy.org

Non Discrimination Statement:

Treasure Valley Classical Academy Charter does not discriminate on the basis of race, religion, color, national origin, sex, or disability in providing education services, activities, and programs including vocational programs, in accordance with Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Educational Amendments of 1972; and Section 504 of the Rehabilitation Act of 1973, as amended. Any variance should be brought to the attention of the administration through personal contact, letter, phone, or email

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Tab 1 – Executive Summary, Vision, Mission

Executive Summary

Treasure Valley Classical Academy is being proposed as a tuition-free, open enrollment, public charter school open to students who reside within Payette County, Idaho, and surrounding areas. Treasure Valley Classical Academy is based on a disciplined, traditional, classical education curriculum utilizing the Core Knowledge Sequence. Treasure Valley Classical Academy will be one of several schools across the country affiliated with Hillsdale College's Barney Charter School Initiative (BCSI). Hillsdale College has been a champion of the classical liberal arts and sciences for over a century and a half. Hillsdale College has a long tradition of supporting people from many backgrounds being educated in the liberal arts. Hillsdale was the first American college to prohibit discrimination based on race, religion, or sex in its charter, and was the second college in the nation to grant four-year liberal arts degrees to women. The Hillsdale Barney Charter School Initiative is an ambitious program to begin and sustain classical charter schools across America. Through curriculum design and teacher training, the Barney Charter School Initiative helps create schools where students can receive a rich education in the liberal arts and sciences and in the principles of moral character and civic virtue. Charter schools assisted by Hillsdale College Barney Charter School Initiative adhere to, and are consistent with, the following key characteristics and components:

1. The centrality of the Western tradition in the study of history, literature, philosophy, and fine arts
2. A rich and recurring examination of the American literary, moral, philosophical, political, and historical traditions
3. The use of explicit phonics instruction leading to reading fluency, and the use of explicit grammar instruction leading to English language mastery
4. The teaching of Latin
5. The acknowledgement of objective standards of correctness, logic, beauty, weightiness, and truth intrinsic to the liberal arts
6. A school culture demanding moral virtue, decorum, respect, discipline, and studiousness among the students and faculty
7. A curriculum that is content-rich, balanced and strong across the four core disciplines of math, science, literature, and history
8. A faculty where well-educated and articulate teachers explicitly convey real knowledge to students using traditional teaching methods rather than using "student-centered learning" methods
9. A school that uses technology effectively but without diminishing the faculty leadership that is crucial to academic achievement
10. A school with a plan to serve grades K through 12, although the grades at school opening may be scaled back if reasonable

As recommended by Hillsdale College and its network of charter schools, Treasure Valley Classical Academy will utilize the Core Knowledge Sequence as its primary curriculum program in the elementary grades to reach its academic goals. The mission of the Core Knowledge Foundation of "Excellence and Equity for all children" aligns with the goals and vision of TVCA to serve all children in Payette county and the surrounding area. The Core Knowledge Sequence has been extensively implemented, studied, and proven to produce excellent results. Based on the proven track record of the Core Knowledge Sequence, the support of the Hillsdale College BCSI, and the success of other schools following a similar model, Treasure Valley Classical Academy is confident its educational goals are achievable.

Payette County, as the immediate charter impact area, consists of three public school districts in three separate towns. The public school districts in the charter school impact area have a high number (some cases up to 100%) of their students participating in the free and reduced lunch program which is an indicator of economic poverty within Idaho. Idaho Department of Education test data for SBAC English Language, SBAC Math, and ISAT Science test scores for 2017 reveal a continuing downward trend in academic proficiency in the three school districts within Payette County and the public schools in Washington, Gem, and Canyon County that border Payette County. All of these public schools have seen drops, some very significant, in overall performance and ranking within the state school system over the past three (3) years. Idaho statewide average composite SAT scores for 2017 indicate 63% of students ready in English and Reading and 36% ready in Math.

In Idaho Code § 33-5202, one aspect of the legislative intent for charter schools is “Provide parents and students with expanded choices in the types of educational opportunities that are available within the public school system.” The growing list of letters of intent to enroll at Treasure Valley Classical Academy as gathered through the school website, supportive petition signatures and social media statistics illustrates the interest, support and desire within Payette County and the surrounding Treasure Valley for expanded choice and educational opportunities. None of the districts within Payette County utilize a traditional classical approach and a Core Knowledge Sequence based curriculum.

The founding board members of Treasure Valley Classical Academy live in Payette and Washington Counties and most have children or grandchildren who attend or have attended the area school districts. Because of personal experience and a large and growing dissatisfaction of the public schools from families, friends, and associates within the county and surrounding communities, the founding members are seeking educational alternatives that would provide a more rigorous and traditional form of teacher centered education. The founding board members have diverse backgrounds, experiences and training that have equipped them to pursue this alternative education endeavor. In collaboration with the proven Hillsdale Barney Charter School Initiative, the founding board of Treasure Valley Classical Academy seeks to provide a considerably different form of K through 12 education for all families in Payette County and the surrounding communities who desire an educational experience for their children other than the existing public school options, regardless of their social, ethnic, or economic situation.

Vision

The vision of Treasure Valley Classical Academy is to have a citizenry worthy of the legacy of our country's founders and the continuation of our American experiment, through a classical, great-books curriculum designed to engage the student in the highest matters and the deepest questions of Truth, Justice, Virtue, and Beauty.

Treasure Valley Classical Academy will educate students who will be stewards of the “Western Tradition” and the pillars of a free society. We believe that the diffusion of learning is essential to the perpetuation of this tradition. Therefore, our aim is to provide a classical liberal arts education that aims at understanding the highest matters and the deepest questions of Truth, Justice, Virtue, and Beauty. Where possible, we believe that we must engage those ideas and those principles in the original texts which have both intrinsic worth and beauty and are worthy of study and contemplation in and of themselves. We also find a clear expression of this legacy both in the founding documents of our country as an experiment in self-government under law

and in the literary and scientific education of the founders themselves. As they sought to avoid the problems of pure democracy as seen in Athens and of a republic that gave way to an empire in Rome and despotism in Europe, we too must engage in those ideas in order to have a citizenry who understands the perils of each. TVCA will provide students the benefit of a content-rich, classical, great-books curriculum designed to engage the student in the ideas and principles of our nation's founding.

TVCA's aim is to develop the academic potential and personal character of each of its students, regardless of background, socio-economic status or ability, and to graduate them fully prepared to participate as intelligent, responsible, and active members of their community. Treasure Valley Classical Academy's vision for its students is not limited solely to their academic achievement and scores on standardized tests. Personal responsibility, virtues and discipline will be modeled and expected. Treasure Valley Classical Academy students will also be endowed with a sense of civic responsibility along with a belief in striving for individual achievement.

Mission

The mission of Treasure Valley Classical Academy is to train the minds and improve the hearts of students through a classical, content-rich curriculum that emphasizes virtuous living, traditional learning, and civic responsibility.

Tab 2 – Educational Program

Treasure Valley Classical Academy (TVCA) is based on a disciplined, traditional, classical education curriculum format utilizing the Core Knowledge Sequence. Treasure Valley Classical Academy will be one of several schools across the country affiliated with Hillsdale College's Barney Charter School Initiative (BCSI). For over one hundred and seventy (170) years, Hillsdale College has been a champion of the classical liberal arts and sciences. Hillsdale College has a long tradition of supporting people from many backgrounds being educated in the liberal arts. Hillsdale was the first American college to prohibit discrimination based on race, religion, or sex in its charter, and was the second college in the nation to grant four-year liberal arts degrees to women. The Hillsdale Barney Charter School Initiative is an ambitious program to begin and sustain classical charter schools across America. There are currently seventeen (17) operational Hillsdale Barney Charter School Initiative supported charter schools throughout the United States. Each of the BCSI schools has been established and is supported in generally the same fashion utilizing the BCSI proven structure and method.

Through a contractual agreement with Hillsdale College, the Barney Charter School outreach will assist with the launch of TVCA. As per that contract (provided in appendix F), TVCA will look to Hillsdale College as the first and primary source of models, resources, and guidance to develop and operate our charter school's academic program including the academic mission, policies, curriculum and teaching practices consistent with the terms and conditions of our state approved charter application. Hillsdale College will assist TVCA, without charging a fee or seeking reimbursement, with the selection of a principal, development of curriculum, onsite and offsite teacher and governing board education, and at least once per academic year an onsite operational visit.

Description of Educational Philosophy

Classical Education upholds a standard of excellence and has proven itself over the course of time. Treasure Valley Classical Academy's high standards and research-based curriculum will provide students with a traditional education that will challenge them to excel not only in learning but also in character development. At TVCA high academic achievement, personal discipline, ethics, and responsibility will be consistently reinforced through the study of subjects in the classical tradition. Students will graduate from TVCA as highly literate and virtuous citizens who are well prepared to advance into any life endeavor and to inspire others.

Charter schools assisted by the Hillsdale College Barney Charter School Initiative adhere to, and are consistent with, the following key characteristics and components:

1. The centrality of the Western tradition in the study of history, literature, philosophy, and fine arts
2. A rich and recurring examination of the American literary, moral, philosophical, political, and historical traditions
3. The use of explicit phonics instruction leading to reading fluency, and the use of explicit grammar instruction leading to English language mastery
4. The teaching of Latin
5. The acknowledgement of objective standards of correctness, logic, beauty, weightiness, and truth intrinsic to the liberal arts
6. A school culture demanding moral virtue, decorum, respect, discipline, and studiousness among the students and faculty

7. A curriculum that is content-rich, balanced and strong across the four core disciplines of math, science, literature, and history
8. A faculty where well-educated and articulate teachers explicitly convey real knowledge to students using traditional teaching methods rather than using “student-centered learning” methods
9. A school that uses technology effectively but without diminishing the faculty leadership that is crucial to academic achievement
10. A school with a plan to serve grades K through 12, although the grades at school opening may be scaled back if reasonable.

In the classical school, teachers must possess knowledge (#8), authority (#9), and compassion (#6). These abilities allow for lessons with real weight, classrooms with order and discipline, and instruction with purpose and focus. Classes are not meandering and haphazard, but conducted in a professional and focused manner, understanding that every minute counts. Teachers must take preparation seriously and be watchful in the classroom so that all students meet with instruction, because the teachers recognize the grand project they have undertaken. Teachers who teach classically take responsibility for student learning in the classroom. They look for student comprehension during instruction.

Teaching classically treats the classroom activity with an appropriate degree and mixture of richness, dignity, wonder, and love of the subject so that those same qualities are cultivated in the student, enabling them to mature into knowledge and self-government so that, in the words of Thomas Jefferson, [Each] may “...work out his own greatest happiness.” (Peden, W, 1954)

TVCA will use three key programs in the curriculum: Riggs literacy, Singapore Math and Core Knowledge sequence. These programs were selected because they are designed to build foundations of knowledge in the elementary years. Because children learn by building on what they already know, this curriculum will benefit students with varying learning abilities. Emphasizing foundational skills and rich content, teachers not only effectively bring students with academic problems up to grade level but also strengthen the knowledge base and challenge the academic potential of every student at or above grade level.

In 2001, the Mayo Clinic released a study of almost 6,000 students who were evaluated to report the incidence of learning disabilities in students. The study concluded that over 80 percent of children identified as having learning disabilities have their primary academic problem in reading. The World Federation of Neurology defines reading disability as a disorder manifested by difficulty in learning to read despite conventional instruction, adequate intelligence and sociocultural opportunity. The actual incidence of reading disability representative of the total population is estimated to be at 5.3 percent to 11.8 percent, depending on the definition used to establish it, and more common in boys than girls. “These data demonstrate that reading disability is common among children and should be included among the differential diagnoses considered in children having problems with learning.” (Mayo Clinic, 2001).

So how does the BCSI classical education model address the particular issues of learning and literacy? Students presenting academic difficulty need programs that address remediation directly and target specific deficiencies. The time-tested, multi-sensory, brain-based approach that addresses virtually every student’s learning style is the Riggs method - *The Writing & Spelling Road to Reading & Thinking*. Riggs is appropriate for teaching all students the explicit phonics, reading, and language arts they must learn in order to succeed. Riggs provides a strong foundation for students who exhibit academic progress, and will be an effective remedial

program for students with academic challenges. ELL students will also benefit because Riggs provides limited concepts at a given time and is practiced until students achieve mastery. We believe one of the best forms of remediation is through a solid phonics program.

Treasure Valley Classical Academy's curriculum was selected to meet the needs of all students within Payette County, and we expect a population of students from diverse backgrounds and with diverse learning abilities. Our curriculum is time-tested and researched based, and has been successfully implemented for students from academically, socially, and economically varied backgrounds across the United States.

Jefferson, Thomas. *Notes on the State of Virginia*. Edited by William Peden. Chapel Hill: University of North Carolina Press for the Institute of Early American History and Culture, Williamsburg, Virginia, 1954.

"Mayo Clinic Study Finds Higher Incidence Rate of Reading Disability Among Boys." *ScienceDaily*, 15 Nov. 2001. Web. 9 Feb. 2017.

Instructional Practices and Curriculum

Treasure Valley Classical Academy will provide students a complete education that will challenge them to excel both in learning and character. This classical educational program will succeed through the academy's high standards and curriculum, supported by a closed well-regulated campus. The goal of Treasure Valley Classical Academy is to graduate students who are highly literate, prepared to continue academic achievement, and ready to become responsible members of their community. The curriculum has been carefully selected to facilitate those goals.

Treasure Valley Classical Academy will collaborate with Hillsdale College's Barney Charter School Initiative (BCSI) in design and execution of the educational program. There is no other school in the proposed attendance area, or the state of Idaho, that uses the Barney Charter School Initiative model; thus, TVCA will provide the parents and students of Payette County with expanded choices in the type of educational opportunities within the public school framework. BCSI has collaborated with more than a dozen other classical schools on this same task and has developed a curriculum that has shown success across a wide variety of student backgrounds. Their curriculum is characterized by a strong emphasis on language, content-richness in all subjects, a strong core curriculum, and a focus upon the historical, literary, and scientific traditions of the United States and of Western civilization at large.

In the earliest grades, the curriculum focuses primarily on language with the bulk of the school day given to teaching literacy and numeracy. Both subjects are foundational to a student's education, so the resources and methods deployed in each case must be consistent and excellent. TVCA will therefore use the Riggs Institute's *The Writing & Spelling Road to Reading & Thinking* to teach literacy and related skills alongside supplementary materials from Access Literacy, and the Singapore Math Program to teach numeracy.

The Riggs Institute's *The Writing & Spelling Road to Reading & Thinking* is a multi-sensory, brain-based approach for teaching phonics, spelling, reading, handwriting, and grammar. The Riggs program is closely related to the Orton-Gillingham and Spalding Methods and practitioners of these will quickly recognize the basics of the Riggs program. The Riggs program teaches the 71 letter-sound (phonogram) combinations used in the English language beginning with the easiest sight-to-sound correspondences, and working towards those that are most complex. Syllabication is critical to a proper understanding of letter-sound relationships, so the

Riggs program teaches syllabication from the beginning of kindergarten. Alongside learning phonograms and implementing these into a rigorous spelling and vocabulary regimen, students using the Riggs program will learn handwriting, including cursive handwriting. As students grasp the basics of English literacy, the program lays a foundation in basic grammar and composition.

The Singapore Math Program provides students with a strong conceptual foundation in basic mathematics. From the earliest grades, this program emphasizes concepts and mental math while employing physical and graphical illustrations of underlying mathematical rules and phenomena. The program presents mathematical skill building and problem solving such that students have a better understanding of not simply when to use a particular equation, but why. Moving students on to higher levels of skills before they're ready is not an option, so the program will be employed at each student's ability level. Ability-level groups will be determined at the beginning of each school year and adjustments will be made on an as-needed basis in order to best equip each student with the language of numeracy.

The central position of language in the curriculum continues throughout the elementary and middle school grades. In grades four (4) through six (6), students will learn Latin and Greek roots of English words. In grade seven (7) students begin learning formal Latin, and will continue with Latin through grade nine (9). Latin is introduced and taught alongside English so that students learn the structural underpinnings of their own language, expand their vocabulary, and improve their reading comprehension.

As students mature in their facility with language, the curriculum directs their time and intellectual energy into more content-based (as opposed to skill-based) aspects of the curriculum. The basis of these subjects from Kindergarten through grade eight (8) is the Core Knowledge Sequence made available through the Core Knowledge Foundation. TVCA will utilize the aspects of the Core Knowledge Sequence to meet or exceed all Idaho State Standards and benchmarks. The goal of Core Knowledge is to develop cultural literacy through a systematic curriculum that eliminates gaps and unnecessary repetition. This sequence was developed to provide comprehensive order to K-8 education with the intention of training students in the art, literature, science, history, math, and language that form their cultural and intellectual inheritance. The Core Knowledge Sequence was first published in 1988 and has been successfully employed and tested in hundreds of schools throughout the United States.

The Core Knowledge Sequence is based upon E.D. Hirsch's idea of cultural literacy, which makes it the ideal curriculum for a classical school (Hirsch, E.D., 1978). The Core Knowledge Sequence provides a grade-by-grade sequence of specific topics to be taught in grades K-8. It will provide the basic curricular framework for history, geography, literature, visual arts, music, and science at Treasure Valley Classical Academy. With cultural literacy as the guiding principle, the Core Knowledge sequence leads students through a comprehensive and grade-appropriate view of science, literature, art, music, and history. Topics which are especially important for cultural literacy are repeated in a spiraling fashion so that younger students build a firm but broad foundation in these topics while older students are able to achieve depth. The sequence provides a necessary order across grades and between schools and families, such that teachers can base their lessons upon what students have learned and will learn, and parents can anticipate what their students will learn in each grade. The Core Knowledge Foundation provides resources to support some, but not the entirety, of the sequence; therefore teachers are supported and encouraged to reach beyond the immediate resources and take ownership of their own lessons. The BCSI has found this arrangement valuable in striking a balance between teacher support and teacher freedom.

Although the rhetoric surrounding a classical school often emphasizes the humanities, the sciences are no less important and will not play a secondary role at Treasure Valley Classical Academy. The Core Knowledge science program focuses on thematically linked science topics and biographies of great scientists. The order of the Core Knowledge program allows for regular repetition of the most important topics, such that students are well versed in the fundamentals by the time they reach high school. The science program is supported by Pearson's Science Explorer series, complete with integrated lab manuals and demonstrations, and Delta Science Content Readers. A complete overview of the BCSI K-12 science curriculum along with reference texts is included in Appendix F.

In high school, Treasure Valley Classical Academy will follow the BCSI course sequence. This includes four (4) years of history, literature, math, and science; three (3) years of foreign language; a full year of American government; and a semester each of economics and moral philosophy. In history, students begin with western civilization I & II in grade nine (9) and grade (10), learn American history alongside American government in grade eleven (11), and finish with a year of modern European history (1789-2000) in grade twelve (12). In literature, students read great works, usually in their entirety, with an emphasis on ancient and classical literature in grade nine (9), medieval and British literature in grade ten (10), American literature in grade eleven (11), and modern literature in grade twelve (12). The required track for science is biology, then chemistry, followed by two additional science classes in grade eleven (11) and twelve (12). In math, students will be able to take calculus and/or an equivalent level class (i.e., statistics) by grade twelve (12). In foreign language, students will be expected to take at least one (1) year Latin in high school and two (2) additional years of a foreign language, either Latin or a modern foreign language.

(Hirsch, E.D., Jr. (1987). *Cultural literacy: What every American needs to know*. Boston: Houghton Mifflin.)

Expected Student Outcome

TVCA will know we are achieving our mission when high standards of academic achievement and civic virtue provides optimal learning opportunities for all students, maintains a high consistent level of discipline, achieves high acceptance rates into post-secondary educational institutions, and when students demonstrate virtuous behavior through school work as well as school and community behavior.

Student academic performance is central to a school's existence. Student performance expectations must be aligned with the mission and the educational plan. The student performance expectations will provide student-centered goals that are SMART:

- **Specific**
- **Measurable**
- **Ambitious and Attainable**
- **Reflective of the school's mission**
- **Time-Specific with Target Dates**

Those goals are:

- By the end of TVCA's third year of operation (2022), 90% of continuously enrolled students assessed will score proficient or higher on the ISAT2.0 Reading and Math sections.
- In years 3-5 of operation, TVCA's scores on the ISAT will exceed those of the local districts.
- Once high school grades are established, TVCA will have a 90% graduation rate by its 3rd graduation cohort.
- To measure successful training in character development, TVCA will administer and review parent satisfaction surveys at the end of each academic year.

Testing

The following assessments will be used to monitor student progress:

- ISIP ER (K-3)
- ISAT2.0 and ISAT, Alts when appropriate (3-10 in both math and ELA)
- ISAT science (5, 7)
- science end-of-course exams (HS biology and/or chemistry)
- WIDA Access 2.0
- SAT exam (11)
- IELA (K-12, LEP only)
- NCSC alternative exam (3-8 and 11)
- PSAT (Grade 10, optional)
- Teacher-developed pre- and post-assessments
- Teacher-developed rubrics
- For grades k-8, TVCA will administer the Iowa Test of Basic Skills within the first month of opening and each subsequent spring thereafter. These comprehensive, nationally normed exams offer teachers a way to assess how well their students are learning and retaining the material they teach from Core Knowledge. The ITBS covers the content areas of mathematics, language arts, social studies, and science.
- Singapore Math assessments will be used as placement tests and as a means to demonstrate mastery of the material taught at each level.
- Starting in grade 8 and repeating as often as necessary in subsequent grades to pass the test, a civics test composed of the one hundred (100) questions used by officers of the United States citizenship and immigration services will be given and a passing grade of 90% expected.

Treasure Valley Classical Academy will participate in all state mandated testing. The school may have a test coordinator who will oversee the testing program and insure the testing process is followed with fidelity for all tests. Treasure Valley Classical Academy will work with stakeholders to help them understand the importance of the assessments and the information that can be gained from them.

Plan for Serving All Students

A public charter school, as with any public school, by law, must offer a continuum of services for *ALL* students. As stated above, Hillsdale College has a long, documented history of serving all

segments of the population without reserve. Hillsdale's BCSI schools are expected to follow in that tradition. TVCA will continue to follow that expectation in the K-12 setting. As noted in our Vision Statement, as a public charter school, TVCA's aim is to develop the academic potential and personal character of each of its students regardless of background, socio-economic status or ability, and to graduate them fully prepared to participate as intelligent, responsible, and active members of their community. Treasure Valley Classical Academy's vision for its students is not limited solely to their academic achievement and scores on standardized tests. TVCA will serve both the special-needs and the exceptional-needs student.

One of the time-tested instructional approaches of the classical model, ability groupings, provides an example of finding and supporting any student's needs. Instructional supports and strategies are most effective through the use of flexible ability groupings in the core subjects of reading and math in the elementary grades. To best differentiate instruction, providing individualized supports for all learners while maintaining the same expectations of outcome, ability groupings will allow TVCA to tailor instructional techniques and class time to meet the needs of all students. Students may be placed into ability groupings upon admission using initial assessments that indicate strengths and weaknesses. Students may be moved across groupings as additional assessments suggest. Students are responsible for mastery of the same skills and concepts and are required to take the same assessments regardless of grouping. Using differentiated instructional strategies will enable teachers to optimize the learning of all students.

Gifted and Talented

As mentioned above, classical education, by its nature and process, upholds a standard of excellence and is challenging and academically rigorous at its core. Treasure Valley Classical Academy's high standards and research-based curriculum will provide students with a traditional education that will challenge them to excel not only in learning but also in character development. The curriculum and learning process at TVCA will provide a "Gifted and Talented" opportunity for every student. Within the BCSI framework, we do not often find that students are looking for something that goes above and beyond the content and skills that are already part of our program. There are rare cases, however, with truly exceptional children. In these cases, BCSI teachers usually recommend more advanced coursework (additional reading assignments or more difficult literature), ability-grouping in math (which is already the case), more attention from the teacher on skill-based areas like composition, and encouraging the particular student towards a leadership role in his/her class (e.g. "use your intellectual gifts to help your classmates understand the material").

Special Education

Treasure Valley Classical Academy will adopt and comply with the current Idaho Special Education Manual from the Idaho State Department of Education. Treasure Valley Classical Academy will use the forms for special education as outlined in the Special Education Manual. TVCA will ensure that all facilities are appropriately accessible to permit access by students with disabilities.

A certified special education teacher will be hired to facilitate special education programs. Classified assistants may be hired and trained to assist the special education teacher with the program. In affiliation with the principal, Child Find activities and evaluations will be completed at and in the appropriate time frame.

A continuum of services will be provided at TVCA. An IEP team (Individualized Education Program) will be established as set forth by IDEA and will include the student's general education teacher, a special education teacher, an administrative representative, parents, the student when appropriate, and other team members as appropriate to the needs of the student.

TVCA will plan to hire the special education teacher as early as possible so that incoming existing IEPs can be reviewed. The special education teacher and IEP team will review and, if necessary, revise current IEP's and consider the student's needs and continuum of placements and related services in order to meet the educational needs as soon as possible. Whether for students with existing or revised IEPs or for new students entering who are identified as needing an IEP, these plans will be developed that allow the student to be educated with mainstream peers within the least restrictive environment. A variety of educational settings may be made available according to the needs of the student as outlined in the IEP.

Outside agencies may be contracted to provide the following services: speech-language pathology, occupational therapy, physical therapy, and school psychologist services, etc. based on need. Special transportation may be provided for those students whose IEP requires that service. The need for extended school year, paraprofessional assistance, adaptive technology, positive behavioral supports and assistive technology may be considered and provided if deemed necessary according to the student's IEP.

When a student is referred, Treasure Valley Classical Academy will form an evaluation team comprised of members consistent with the requirements of the Idaho Special Education Manual to consider a student's eligibility for special education. The evaluation team reviews information from various sources including, but not limited to, response to intervention data, ISATs, classroom grades, formal and/or standardized assessments, curriculum based measurements and general progress in the curriculum. After reviewing all the data, the team then determines whether or not the student meets the criteria and demonstrates a need for special education.

Curriculum and materials that are research based will be used as the basis of programming for special education students. Behavior intervention plans will be utilized if a student has behavior that impacts their learning and/or the learning of others.

The IEP team will determine the best avenue and least restrictive environment regarding the student's needs. TVCA may utilize a Response to Intervention team meeting format to evaluate student response to research based interventions, consisting of problem identification, analysis of the problem, research based interventions, and progress monitoring.

Treasure Valley Classical Academy's website, brochures, and other media advertise that TVCA is a public school and provides free, appropriate education to students with disabilities. TVCA works to ensure that parent and student rights are protected, including personally identifiable information in student special education records.

English Learners

In order to meet the needs of bilingual and/or students who have limited English proficiency, TVCA will follow the guidelines of the State EL Guidance for Idaho Districts manual. English Language Learners (ELL) fall into three categories: (1) students whose primary home language is other than English, (2) students from heritage language groups needing enrichment and further development of English while maintaining fluency in their heritage language, and (3) any other students needing enrichment and further development of academic English. TVCA will use the required procedures to appropriately serve the language needs of English Language

Learner students. These procedures may include the following:

1. Identification of the Primary or Home Language other than English by administering the Home Language Survey when students are enrolled.
2. If the Home Language Survey indicates a language other than English, administer the WIDA Access Placement Test (W-APT) to determine whether the student is proficient or non-proficient in all language domains and will be placed in an appropriate program within 30 days.
3. Student Evaluation – Student progress will be assessed annually until proficiency is attained.

For ELL students, the school may contract with an appropriately certified ESL or Bilingual teacher who can provide assistance within the classroom to the student if needed. Within classroom, the ESL teacher may provide support to the classroom teacher in the areas of scaffolding, which is providing instruction to aid in student comprehension of content and objectives. This includes strategies such as adjusting speech or providing appropriate background information and experiences to assist the students to grasp the content. In addition, other appropriate strategies will be used as a way to transcend language barriers including the use of visuals and demonstrations to communicate content and develop language skills with ELL students. The objective will be to enable the ELL student to achieve a mastery of English as soon as feasible.

Depending on the demographics, needs, and resources, one or more program models may be implemented (as per State EL Guidance for Idaho Districts manual):

- **in the classroom in a “push-in” setting** - teachers assist English language learners with differentiated instruction within the classroom so that students are able to access the curriculum presented;
- **in a “pull-out” setting** - students would be pulled out of the general classroom during non-core instructional time to receive intensive English instruction;

There are also features to assist ELL students in the base curriculum. Both the Riggs program and Singapore Math are designed to meet the individual needs of all students. As mentioned earlier, the Riggs program is a multi-sensory program that assesses where students are functioning, and offers highly targeted instruction. It has been used in the past to both prevent and correct learning disorders. The Riggs program is patterned after the Orton-Gillingham model of reading instruction for students who are dyslexic. Skills are presented in a specific order with opportunities for repetition. Students are assessed continually to determine mastery of skills. Riggs not only provides a strong foundation for students who exhibit academic progress, but will be an effective remedial program for students with academic challenges. ELL students benefit because Riggs provides limited concepts at a given time and is practiced until students achieve mastery. We believe one of the best forms of remediation is through a solid phonics program.

Singapore Math is effective in addressing individual student needs as well. It lends itself to differentiation because of the three stages of learning contained in the materials: concrete, pictorial, and abstract. Students are continually assessed, so teachers know which students are ready to move throughout the stages. Students at the more concrete level are allowed to stay at that stage longer, with tools such as manipulatives, to assist in learning. Singapore Math has been used very successfully with students who are struggling learners in math in addition to students who are English language learners.

A 2007 longitudinal study led by Dr. Greg Duncan of Northwestern University concluded that early literacy and math skill acquisition is the greatest predictor of later learning (Duncan, G.J., et. al., 2007). By choosing sound research-based programs like Riggs and Singapore math, coupled with a classical curriculum that, by definition, is a literacy focused curriculum, we propose to provide students with these skills early on to ensure a successful academic future.

Duncan, G.J., et. al. (2007) School Readiness and Later Achievement. *Developmental Psychology*, Vol. 43, No. 6.

Professional Development Plan

Professional development for the upper and lower grade staff of TVCA will include the following topics but may vary from year to year based upon observations and the feedback BCSI support staff receive from principals and teachers (See Appendix F for a list of summer training topics from prior years):

Training and support on the topics Core Knowledge, Singapore Math, Riggs Literacy, Socratic Seminars, and Character Development Instruction will be provided at no charge by the Barney Charter School Initiative and their professional partners (including Access Literacy) on these subject areas. Core Knowledge and Singapore Math do not have proprietary training requirements and the BCSI training staff are qualified in all areas of the expected curriculum. Additional Professional Development Opportunities may occur on-site or by attending local, state, and/or national conferences.

Core Knowledge provides both lesson plans and an overview of topics for each grade level in the areas of language arts, history and geography, Visual arts, music, mathematics and science. The Barney Charter School Initiative staff guide teachers in what instructional resources are necessary to be purchased to fully deliver the curriculum. In cooperation with BCSI staff, TVCA will strive for appropriate training and technical assistance so that all school personnel will implement the curriculum correctly and are given the greatest possible support to accomplish this implementation.

Singapore Math contains different elements that comprise daily lessons (mental math, teacher directed, guided practice, activity, and independent practice) that align with their conceptual and skill building framework to teaching math. What needs to be included in a lesson, how the lesson is introduced and presented, how it progresses from the concrete to the abstract, and how to differentiate for students is clearly presented in a logical sequence that needs to be followed. Mastery of the material is expected before students move from one level to the next level. Singapore Math must be followed with fidelity in order for students to be successful. With BCSI staff support, teachers will be trained in assessing students, placing students in the appropriate skill groups, and in implementing the lessons using the Singapore strategies and methods in foundations of number sense and foundations of model drawing. Teachers are also trained in the implementation of effective Singapore Math strategies in their classrooms. In addition to building Singapore Math expertise among staff, TVCA will provide training to increase Singapore Math capacity within the school by providing models that will utilize resources effectively.

The Socratic Seminar is a method of teaching designed to engage students in intellectual discussion by responding to questions using questions instead of answers. Prior to conducting a seminar, students are given a text to read. After the text has been read, open-ended questions

are asked. With the support of BCSI staff and materials, training of TVCA teachers will occur in the following areas:

- What texts to be assigned that will support the mission of the school
- How to formulate questions that will encourage thinking, analyzing meaning, expression of ideas with clarity and confidence
- Norms for the group to follow
- How to train students in Socratic Seminar discussions

TVCA will provide training to help staff support students in the development of moral character. That training will likely include instruction in the following topics:

- Behavior Management
- Anger management, mediation, conflict resolution programs, bullying
- Effective communication
- How to integrate opportunities to discuss and model virtuous behavior within the curriculum
- Discussion techniques (like Socratic Seminars) to teach ethical reasoning

As each component of the curriculum is learned, professional development in scaffolding, differentiated instruction, cognitive approaches to learning and strategies to enhance memory need to be targeted to each program. Staff will learn how to implement these strategies and methods within the context of each of these programs.

Teachers will begin their training with instruction from the BCSI staff during the summer months of 2019, in order to be ready to implement the curriculum when school begins in August 2019. After the school year begins, the contract year for teachers each additional year will reflect additional days for professional development before the school year begins, during the school year, and after the school year ends.

Staff Performance Evaluation

Through a fellowship offered by the Albertson foundation and by a private donor, TVCA has secured the services of a BCSI experienced principal to move to Idaho and utilize a zero year to assist the founders with the staff hiring and development details prior to the 2019 opening date. In addition to his securing administrative credentials in Idaho via reciprocity agreement or alternative certification, the principal will be obtaining training in Idaho specific administrative procedures and responsibilities along with the Danielson Workshops provided by the State Department of Education.

At the beginning of the school term the principal will review the evaluation procedure with the faculty and staff. With prior notification, the principal will observe faculty members in classrooms to provide professional development, mentoring, and pedagogical refinement. A written evaluation may follow the Danielson Framework Rubric focusing on the individuals proficiency and performance in planning and preparation, classroom environment, instructional assessment, and professional responsibility. Feedback provided will be both formal and informal. For teachers with assigned mentors, the mentor shall attend the review as well, to ensure that guidance from the principal and the mentor is aligned. For each duty, staff shall be given a rating of Unsatisfactory, Basic, or Proficient (a fourth category of Distinguished may be adopted) along with written and verbal feedback of the behaviors that contributed to the rating.

In the case of ratings less than Basic, the written and verbal feedback shall include concrete directives or suggestions on how to improve performance. Instances where the principal is forced to intervene between reviews to correct staff behavior shall be recorded in the personnel file by the principal. The written feedback shall be filed in the TVCA's internal personnel files for that staff member.

A staff member shall be placed on probation in the following circumstances:

- upon receiving an Unsatisfactory rating for the same job function for several reviews in a row (principal discretion)
- case-by-case circumstances material to the educational environment of the school at the discretion of the principal

Tab 3 – Financial and Facilities Plan

Fiscal Philosophy and Spending Priorities

Treasure Valley Classical Academy will function as a non-profit organization managed under the “Idaho Nonprofit Corporation Act,” as outlined in TVCA’s Corporate Bylaws and Articles of Incorporation. Charter schools differ from ordinary non-profit corporations in a number of ways. In the case of finances and funding, charter schools are largely publicly funded but may receive some funding through philanthropic sources due to the responsibility of fulfilling the obligations of typical public schools but on a greatly reduced budget. Not only must the charter school choose their spending priorities carefully, but must have a heightened fiscal accountability and make wise fiscal choices. Charter school boards must practice robust financial oversight of management.

Treasure Valley Classical Academy’s fiscal philosophy is focused on the principle that all money will be prioritized to achieve excellent education of our students. TVCA will have a balanced operating budget. A balanced budget is defined as a budget which revenues are equal to expenditures. Our goal is to strive to have a budget with no deficit, but possibly a surplus, which will be saved in a contingency fund for unexpected needs that may arise. The budget will follow a realistic projection of future operating revenues and uses of funds. The budget will be prepared with thoughtful consideration of the mission of our school, and the requirements of the Idaho State Department of Education along with federal and local legislation.

TVCA will make every effort to ensure timely payments of all liabilities. Also, all expenditures will be regulated to make certain that sufficient funds are available to cover all financial obligations. TVCA’s goal is to eliminate the need to borrow money. To do this we will be resourceful in managing and allocating our resources as well as strategic in finding additional sources of funding.

TVCA will strive to be open and accountable in all relevant financial matters. The school will continue to communicate with all persons, groups, or organizations that have an interest or concern in our school. The TVCA website and other media will be used to make sure our information is easily accessible.

TVCA will make every effort to pay fair and competitive wages to its employees. These salaries will be reviewed routinely and in a timely manner, but no less than the beginning of each school year. This is an important tool in attracting and retaining a talented workforce.

TVCA values its relationships with all vendors in our community and beyond. Routine review of fiduciary relationships to ensure the reasonableness of fees paid, and that other contractual requirements are being met. These relationships may include, but are not limited to attorneys, auditors, elementary or secondary special education services, and facilities.

Financial Management Plan

The budget is prepared by the principal and approved by the governing board in compliance with Idaho Code § 33-801 and policy of the State Board of Education. It is presented at a public hearing in May (first reading) and June (second reading) of each year and is delivered to the

State Department of Education as required on or before July 15th prior to the beginning of the school year.

Income sources will include state allocation per pupil, federal grants, private grants, business partnerships and donations. The purchasing process will comply with Idaho Code § 33-601. The accounting records will be kept in accordance with generally accepted accounting principles and standards. The principal will be responsible for financial management with the daily monitoring of revenue and expenses and managing cash flow. Per TVCA's bylaws, the governing board has the task of ensuring the financial integrity of the TVCA's budget; therefore, the TVCA governing board exercises fiduciary oversight of the school's finances.

The founders of TVCA believe the affiliation with Hillsdale College BCSI provides critical support in the technical areas of starting a new charter school. Many charter schools are blindsided by a host of issues that are difficult to foresee. The experience, guidance, and rich network BCSI provides will be essential to TVCA's success. BCSI provides a two-day training session to BCSI schools and founders of future BCSI schools in board governance principles, including financial oversight.

Treasure Valley Classical Academy Governing Board will work in cooperation with the Idaho Charter School Network and/or its representation who will be handling all the back office procedures. This back office representative will train and provide guidance on Idaho state specific financial management, ensure that the board and school staff are aware of state-specific requirements, (see Appendix F for sample draft agreement), will review the school budget periodically and make appropriate budget adjustments. Amended budgets shall be submitted to the State Department of Education pursuant to Idaho Code Section § 33-701(9). TVCA will strive to maintain an operational reserve in order to account for any contingencies.

Dr. Brian Carpenter, who provides a portion of the Hillsdale board training, makes it clear in his seminars and in the subsequent training materials that the... "[principal and business manager] will be responsible for managing the school's financial position i.e. the routine spending decisions, maintaining financial records, making deposits, filing payroll taxes [etc.]. The governing board is responsible for the oversight of the school's financial management. The board's responsibility is to ensure that all management responsibilities are properly executed and that the school's money is reasonably safeguarded from risk."

According to the training and follow up materials, examples of "Oversight of financial management" includes (but is not limited to) policies that help the board ensure that:

1. Board members, other volunteers (e.g. lunchroom volunteers) and staff members with access to material amounts of school money are bonded
2. The school's money is on deposit only in places and investment vehicles approved by the board
3. Management expenditures are within approved budget parameters
4. Long range financial planning is conducted and that it reflects the board's priorities for the school
5. Documents such as IRS form 990 for schools that are 501(c)(3) are accurate and filed on a timely basis
6. Management is using auditor-approved accounting procedures and methods."

Dr. Carpenter goes on to state that... “Two of the most valuable financial oversight policies a board can have are:

1. An internal control policy (segregation of duties). Such a policy helps prevent any individual from having unfettered access to the school’s money. Failing to have such a policy can cost your school dearly...
2. An auditor selection policy through which the board takes the lead in selecting the auditor. Among other things, the board should ensure that the auditor is independent from management.” (Carpenter, Brian, 2011)

The pre-opening budget and assumptions can be found in Appendix A1.

The three-year operating budget and the breakeven budget can be found in Appendix A2.

The first-year cash flow projection can be found in Appendix A3.

Carpenter, Brian, L., (2011), BoardWiser™, Navigating the Intersection of Governance and Management Series, 7 of 12. Brian L. Carpenter PhD & Associates.

Description of Facility Needs

As noted in the education program section, Treasure Valley Classical Academy is based on a disciplined, traditional, classical education curriculum format utilizing the Core Knowledge Sequence. The two primary instructional strategies employed at TVCA will be the lecture and the Socratic method/discussion. The guiding principle for most K-12 instruction will be that instruction be “teacher centered.” Most of the time teacher centered instruction will take the form of a lecture, story, read-aloud, or teacher led discussion. Teacher-led discussion will help to model inquiry and analysis for students as a way of preparing them to engage in more open Socratic discussion in high school.

Being a teacher centered format requires rooms with individual desks and the ability to structure rooms to focus on the teacher’s instructional location, commonly the front of the class. TVCA anticipates the need for facilities that will accommodate up to 27 students per classroom as well as a commons area (which may double as lunchroom area) and staff and administrative offices. Treasure Valley Classical Academy may use the 850 square foot recommended size for classrooms as a minimum size.

For the 2019-20 school year TVCA will need 14 classrooms for grades Kindergarten to six (6), plus office, commons area and lunch facilities. Two options present themselves (See Appendix A4 for detailed documentation of conceptual budgetary costs of each facility option):

Option 1:

TVCA would lease the Fruitland Olde School Community Center on SW 3rd street (Main street) in Fruitland, Idaho, from Alma Mater Incorporated (AMI). The Olde School was the old Fruitland High School until 1986. The original center portion of the building was built in 1928. The west wing and gymnasium were added in 1939. The entire facility is approximately 27,300 square feet and consists of an upper and lower level in the main section and west wing, which houses the classrooms and auditorium and an east wing that is a gymnasium. The building was abandoned by the Fruitland School District in 1995 and purchased by Alma Mater Incorporated (AMI), a local nonprofit organization in 1996, with the purpose of converting the building into a community center. The lower level of the original portion was remodeled in 1997. The remodel resulted in the lower area beneath the

auditorium being converted to a dining and commons area by removing four existing classroom walls and opening the area up into a single space. The building has been occupied and in use since the AMI purchase. Under the current proposed plan of returning the facility to a school, there would need to be some concessions for creating classroom space in the open commons area. Potential classroom space would be approximately 16 to 20 rooms depending on how the gymnasium, auditorium and commons area are utilized in addition to the remaining classrooms. The proposed lease cost for the building would be \$40,000 per year (see AMI letter in Appendix F). Besides the positive aspects of the building being previously used as a school, there is the other aspect that many citizens and city leaders are eager to see the building returned to serving the community as a local school; it is a historic building that the city sees worth preserving and many families have positive memories about the school. The Old School provides existing classrooms, a library, an auditorium and a gymnasium. Because of the age of the building, there are some safety and accessibility updates that need to be brought up to current code for the building to be occupied as a school. The founding board has contracted with the nonprofit organization, Building Hope (see Appendix F for letter and predevelopment agreement), which has resulted in a structural evaluation. Building Hope will assist TVCA in remodeling and repairs to meet current public school structural and ADA requirements. This phased approach plan also includes expansion options as the grades fill utilizing the addition of portable classroom units on the vacant area adjacent to the southwest corner of the building.

Option 2:

This option would be a lease-to-own option through Building Hope. As mentioned in option 1 the facility was previously used for educational purposes. Building Hope would pursue purchase of the building pending charter approval. Building Hope would purchase and fully renovate the Fruitland Olde School Community Center on SW 3rd street (Main street) in Fruitland, Idaho. In addition to the information provided in option one, under the current proposed plan of returning the facility to a school, there would be four (4) new classrooms created in the open commons area downstairs below the auditorium. Potential classroom space in the existing building would be approximately 16 to 20 rooms depending on how the gymnasium and auditorium area are utilized in addition to the remaining classrooms. The purchase cost for the building is \$268,500. Additional funding support for the full renovation would come from partnerships with various nonprofit organizations and philanthropic donations upon receiving an approved charter. For more detail on the property and structural condition see the Erstad Architects, ECI, and Stapley Engineering review documents in Appendix A4. The founding board has contracted with the nonprofit organization, Building Hope (see Appendix F for letter and predevelopment agreement), which has resulted in a structural evaluation and full renovation estimate of approximately \$4.13 million. TVCA intends to contract with Building Hope to construct a two story addition in year three on the existing empty area on the southwest corner of the building to accommodate expansion into the junior high and high school grades. The contract for this expansion has not been negotiated, but will only be pursued if enrollment is on track to support the associated expense.

Tab 4 – Board Capacity and Governance Structure

Description of Governance Structure

Treasure Valley Classical Academy will be a legally and operationally independent entity, established by the nonprofit corporation's governing board. The governing board will be legally accountable for the operation of the charter school. There will be no less than 5 and no more than 9 members on the governing board. Board Officers will be President, Vice President, Secretary and Treasurer. Each will be elected at the annual meeting and serve for one year. See Article 6 of the TVCA Bylaws in Appendix B for a complete description of the officers roles, but in general:

- The President of the Governing Board shall preside at all meetings and shall appoint committees with approval of the Governing Board, shall have the right, as other members of the Governing Board, to make or second motions, to discuss questions, to vote, and may not act for or on behalf of the Governing Board without prior specific authority from a majority of the Governing Board to do so. It is the President's responsibility to ensure that Governance Board members uphold their commitments/responsibilities to the school.
- The Vice President shall perform the duties of the President in the absence of the President or at the request of the President. In the event a vacancy occurs in the presidency, the Vice President will act in the capacity of the President until the office has been filled by a vote of the Board membership.
- During the foundation period of the school the Treasurer may, at the request of the Board, deposit or disburse the funds of the Corporation or render an account of all transactions as Treasurer and of the financial condition of the Corporation. The Treasurer shall present an operating statement and report, since the last preceding regular Board meeting, to the Board at all regular meetings. Upon transition to a Governing Board the Treasurer shall be familiar with the fiscal affairs of the School and keep the Governing Board informed in the event that the School's Business Manager is unable to so act and assist the Governing Board with the oversight of the Corporations financial management as well as assist the Board in the development of financial policies and help ensure that performance aligns with the policy. The Treasurer shall not be a signor on any account nor shall have any authority to approve or authorize transactions or have responsibility for the financial performance of the school.
- The Secretary shall keep the minutes of the Governing Board meetings, assure that all notices are given in accordance with the provisions of the Charter Governing Board policies and as required by law; shall countersign, when required, all authorized bonds, contracts, deeds, leases, or other legal instruments; and in general perform all duties incident to the office of Secretary and such other duties as from time-to-time may be assigned to the Secretary by the Governing Board.

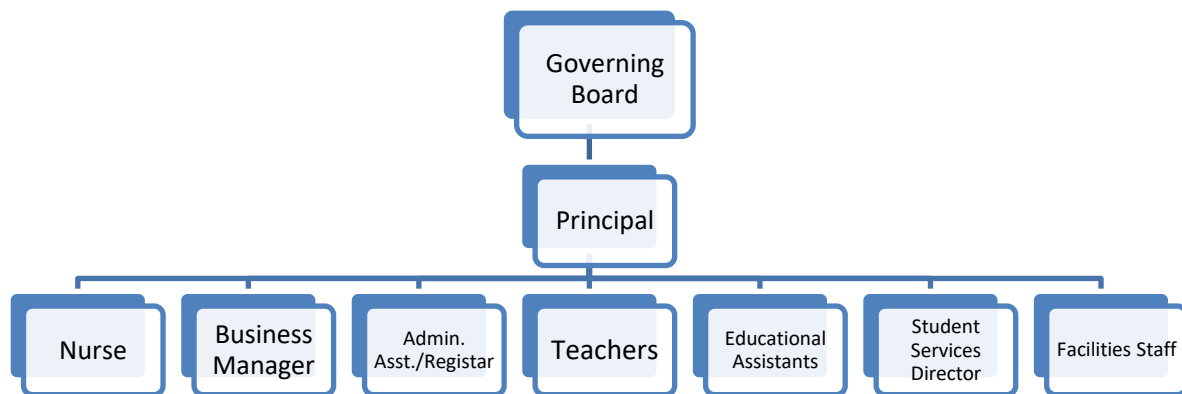
The governing board may create one or more committees and appoint two members of the governing board, one to act as committee chair. Additional members of the committees need not be directors. Each committee may have two or more members, who shall serve at the pleasure of the full governing board. The provisions of the Bylaws which govern meetings, action without meetings, and quorum and voting requirements of the governing board, shall apply to committees and their members as well.

Treasure Valley Classical Academy commits to adhering to all federal and state laws and rules and acknowledges its responsibility for identifying essential laws and regulations and complying with them. This includes Idaho's Open Meeting and Public Records laws.

See Article 4 of the TVCA bylaws in Appendix B for additional details on the membership, authority and powers of the governing board.

See Article 5 of the TVCA Bylaws in Appendix B for details on the governing board meetings and open meeting laws.

Treasure Valley Classical Academy will function as a non-profit organization, organized and managed under the "Idaho Nonprofit Corporation Act," as outlined in TVCA's Corporate Bylaws and Articles of Incorporation. Accordingly, the organizational flow chart representing the flow of information and the management structure is as follows:



(a) The Governing Board:

Treasure Valley Classical Academy shall be governed by the TVCA governing board and managed by its principal pursuant to the school's charter and duly adopted bylaws. The main purpose of the governing board is to ensure that the school accomplishes the outcome for which the school was chartered within all the pertinent parameters. The governing board will be responsible for adopting policy, overseeing the management of the school and ensuring financial compliance and responsibility. In addition, the governing board will ensure that the mission and goals of the charter are carried out by engaging in strategic planning. Governing board members will participate in fundraising activities as deemed necessary and appropriate by the Board. Governing board members will put the interests of the school first and will refrain from using the position for personal or partisan gain. The governing board will not be involved in the daily operations of the school, but will hire a principal, *who will be evaluated at least annually*. The governing board will make sure the principal manages TVCA in compliance with the Idaho State Charter Schools law and all state and federal laws and regulations. The governing board will also perform ongoing assessments of the school and its programs and its operations. The governing board will serve as liaison between TVCA and the school's authorizer.

The governing board also routinely assesses its own performance. Governing board members will participate in and develop short- and long-range plans for the school. The governing board

will monitor the effectiveness of the school's programs and implementation to see if the school has met the goals outlined in the plans.

In an effort to build a strong network of community supporters, TVCA may establish an "Advisory Board" to connect with individuals and organizations that can provide a pipeline for potential governing board members and assist with charitable donors. Recommendations of new board candidates and elections of the governing board will be held in accordance with TVCA Bylaws. As new governing board members are added, each will be provided an information packet, which contains information about the responsibilities of a board member. The packet will include, but is not limited to, governing board member roles, state statute for charter schools, ethical standards, open meeting laws, policies, financial reports, budgets, and other responsibilities. Each governing board member will have on record a signed copy of the Charter School Board Members Code of Conduct. Throughout the year, as decided by the board, there may be a training schedule to include, but not limited to, the roles/responsibilities of a governing board, review of the school's charter, review of Idaho school funding and financial audits, the governing board's ethical standards, and state statutes. As appropriate, the governing board will include other training such as the charter school board training seminars conducted at Hillsdale College. The TVCA governing board will also attend the Charter School Boot Camp training offered by the Idaho State Department of Education in Spring 2019.

See Article 4 of the TVCA bylaws in Appendix B for additional details on the membership, authority and powers of the governing board.

(b) The Principal:

The principal reports to the governing board at regular meetings about the school's operations and will be required to attend all governing board meetings. The principal will make the charter school perform and accomplish the outcome for which the school was chartered. The principal will be responsible for overall instructional leadership for the charter school, including the discipline of students, and the planning, operation and supervision of the educational program of the school. The principal shall have the responsibility for all personnel matters including having the authority to hire, discipline and terminate all school employees. The principal will periodically evaluate TVCA employees as provided for by TVCA policy. The principal, in partnership with the entire governing board, will decide upon a periodic evaluation of the principal's performance.

The principal will establish and maintain an appropriate community relations program. The principal shall uphold and enforce the charter, TVCA governing board policies and local, state, and federal laws and regulations. Personnel under the supervision of the principal, as identified in the organization charter include the student services director, business manager, administrative assistants/registrar/coordinator, and the teachers, educational assistants and ancillary staff.

(c) Business Manager:

The principal will utilize the Idaho Charter School Network (ICSN) and/or its representation as a business manager, who will assist in preparing, planning for, and presenting an annual school budget to the TVCA governing board. The ICSN representative is also expected to be available at all governing board regular meetings to report on the financial status of the school and present budget adjustment requests to the governing board. The ICSN support staff will also be expected to keep the governing board apprised of changes in law, regulation and rules applicable to Idaho public school finances and to ensure that the governing board is made

aware of any potential concerns about the school's finances. They will also work cooperatively with the school's principal so that both can keep the governing board well informed about the school's financial health.

(d) Teachers & Staff:

Teachers and staff will have regularly scheduled meetings with the principal where issues regarding school governance will be discussed. The principal will ensure that teachers' comments are regularly communicated to the governing board. The principal and the governing board will determine how to best address teacher comments regarding school governance. All school personnel will report to the principal. The principal will determine the most appropriate staffing requirements and structure for the administrative office, who will report directly to the principal. From time to time, school administrative staff may be asked to assist the board in preparing board packets, agendas, notices, etc. However, they shall remain under the direct supervision of the principal or his designee.

Founding Board Qualifications

All but one (1) of the founding board members of Treasure Valley Classical Academy have children or grandchildren who attend or have attended the area school districts and all desire a more rigorous and traditional form of education. All but one of the founding board members have post-secondary degrees, two (2) have post graduate degrees, and have working backgrounds and experience in business development, health care, finance, elementary, secondary and post-secondary education, food services, parliamentary procedure, technology and executive leadership. Five (5) of the founding board members have attended a three-day charter school governance course at Hillsdale College (certificates pending for recent three (3)) while three (3) board members have attended the Responsibilities & Obligations of Charter School Boards training sponsored by Bluum in Boise during early April 2018. Three (3) of the founding board members have participated in and completed the two-day Charter Start! 101 Workshop conducted by the Idaho Department of Education (See Appendix C for board member resumes and certificates). TVCA is seeking prospective board members with training and experience in business, real estate or facilities management, marketing, community work, law, finance, accounting, entrepreneurship, and education. The TVCA founding board is also actively looking to recruit another board member who is active with the area Hispanic community and is bilingual. See Appendix C for the resumes of the current founding board members.

Transition Plan

Once the charter is approved and the management duties transferred to the principal, the board will transition to its role as a governing entity. The current founding board is constantly seeking individuals to fill vacancies that will occur once the school is established. As per the bylaws, the board is seeking prospective board candidates to recruit with the goal of having representation of the entire impact area of the school. One key element of the transition is the delegation of the management duties to the principal and eventually the delegation by the principal to the back office staff and school staff under the principals direction. The main purpose of the governing board is to ensure that the school accomplishes the outcome for which the school was chartered within all the pertinent parameters. The board will relinquish management focus and the principal will make the charter school perform and accomplish the outcome for which the school was chartered. Considerable time is delegated to the topic of how to avoid board

micromanagement and board “schizophrenia” during the three day board training provided by Dr. Brian Carpenter contracted by Hillsdale College. Additional material relating to the governing board’s role and responsibilities is provided by Dr. Carpenter as follow up training after the seminar.

Tab 5 – Student Demand and Primary Attendance Area Enrollment Capacity

Treasure Valley Classical Academy plans to open in the Fall of 2019 with grades kindergarten (K) through six (6). Subsequent grade levels will be added each subsequent year as students advance. The minimum number of students required to financially break even the opening year is 235, which is approximately 6% of eligible school age children within the target area. TVCA has however, decided on an opening target of 324 for grades K - 6, based on the current number of eligible school age children within the target area.

The Hillsdale College Barney Charter School Initiative forecasts a total student body at full enrollment of 702 students if each grade level were filled according to the optimized number suggested by the BCSI model.

Enrollment goals for the upcoming school years

Grade	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
K	54	54	54	54	54	54	54	54	54	54
1	54	54	54	54	54	54	54	54	54	54
2	54	54	54	54	54	54	54	54	54	54
3	54	54	54	54	54	54	54	54	54	54
4	54	54	54	54	54	54	54	54	54	54
5	27	54	54	54	54	54	54	54	54	54
6	27	27	54	54	54	54	54	54	54	54
7		27	27	54	54	54	54	54	54	54
8			27	27	54	54	54	54	54	54
9				27	27	54	54	54	54	54
10					27	27	54	54	54	54
11						27	27	54	54	54
12							27	27	54	54
Total	324	378	432	486	540	594	648	675	702	702

The Hillsdale Barney Charter School Initiative model has found for the most optimum effect that each grade's total student census should not exceed a working goal of 54. The total is best divided into two sections of 27 students. The advantages to this are:

1. A class of 27 students is feasible to teach effectively given several key features of a good classical school: The culture is one of discipline, decorum, and order; the students are self-motivated or strongly encouraged and guided by the teacher and parent to be diligent in their studies; the teacher is focused on fostering a climate of serious academic accomplishment; and the curriculum is rich, robust, and interesting to the students.
2. The class size remains short of the psychological barrier of 30 in the minds of many people.
3. The class size permits the grades to be divided into two sections which will therefore require fewer teachers than would otherwise be needed.

Within rural area charter schools that provide a K through 12 education, Idaho State Department of Education data suggests that, when looking at the overall number of students per grade as they advance from grade 6 to 7, there is the possibility of an attrition rate of up to 35%. From

grade 8 to 9 there is evidence of student attrition as high as 45%. Student attrition through the rest of the high school years appears to be between 25% to 30% and in middle school grades around 10%. With this information in mind the potential enrollment at Treasure Valley Classical Academy might be reflected as per the following table:

Potential enrollment based on traditional attrition rates

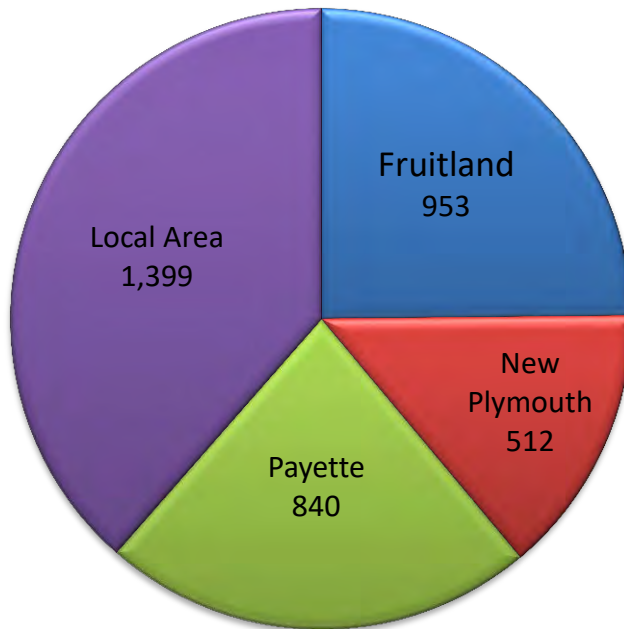
Grade	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
K	54	54	54	54	54	54	54
1	54	54	54	54	54	54	54
2	54	54	54	54	54	54	54
3	54	54	54	54	54	54	54
4	54	54	54	54	54	54	54
5	27	54	54	54	54	54	54
6	27	25	49	50	52	54	54
7		18	18	35	33	40	54
8			16	16	32	32	35
9				9	10	24	32
10					7	9	22
11						6	9
12							6
Total	324	367	407	434	458	489	536

Because of the focus of the Hillsdale BCSI model on school culture and personal development as well as the planned addition of sports programs, a growing reputation both academically and culturally within the valley, an increasing availability of opportunities at TVCA as the school matures, and strict attention to developing the desire of families and students to remain at TVCA, the attrition rate should be expected to drop from the state norm between operating years four (4) and six (6). TVCA also anticipates a growing, steady pool of K-5 candidates as the school grows in reputation and performance and proves to be a successful educational choice.

Primary Attendance Area

The primary attendance area for Treasure Valley Classical Academy is the area included in the Payette, New Plymouth, and Fruitland School districts located within the boundaries of Payette County. However, hundreds of face to face conversations at public outreach meetings and presentations conducted in Fruitland, Payette, and New Plymouth, petition signatures obtained at those meetings, social media connections, and letters of intent generated from parents' visits to the TVCA website indicate serious interest for attendance from families in Weiser in the southern portion of Washington County, Emmett in western Gem County, Parma in the northern portion of Canyon County, as well as homeschoolers throughout the region.

District Enrollment 2017-2018



The potential effect of the initial target enrollment of Treasure Valley Classical Academy on the local and neighboring school districts would be minimal. If there were an even draw from each of the aforementioned school districts the impact of the preliminary 324 students would be 7-9% of the appropriate aged students enrolled in each district.

The graph to the left shows the number of students K – 6 grade in each district as of 2017-18 enrollment numbers, as well as the local surrounding area districts including a representative portion of homeschool students.

The children of full-time staff and the children of founders shall be in the first enrollment preference category, not to exceed 10% of

the total student enrollment allowed for each school year. The second enrollment preference category will include the siblings of current students. The students in the primary attendance area will be included in the third preference category.

Demographics

The following information is a summary of the most recent (2017) population ethnic and financial demographics of the towns encompassing the public school districts that will fall within Payette county and the surrounding area.

Town	Population	White	Hispanic	Other	Median Household Income	Per Capita Income
Payette	7414	75.1%	20.1%	4.8%	\$45,047	\$19,789
New Plymouth	1952	78.1%	16.1%	3.8%	\$33,946	\$12,624
Fruitland	5136	74.1%	18.8%	7.1%	\$47,875	\$17,545
Weiser	5317	67.7%	29.2%	3.1%	\$31,343	\$15,037
Parma	2082	66.9%	27.9%	5.2%	\$31,705	\$17,256
Emmett	6717	81.5%	12.6%	6%	\$30,331	\$15,636

(US Census Bureau Quickfacts, www.census.gov/quickfacts/, and Factfinder.census.gov, internet 2018)

Community Needs and Market Interest

The founders of Treasure Valley Classical Academy along with the Hillsdale College Barney Charter School Initiative worry that today's educational practices shortchange young people and fail to provide them with the cultural, moral, and civic literacy necessary to live a productive and happy life. We see great opportunity in the resurgence of classical schools. Indeed, the demand

for traditional education on the part of students and parents promises to be one of the surest methods of reacquainting today's citizens with the nation's founding principles. An increasing number of people today, even young people, demonstrate a longing for the good, the beautiful, and the true. Such a longing is the first step on the road to true happiness.

As per Idaho Code § 33-5202, one aspect of the legislative intent for charter schools is to "Provide parents and students with expanded choices in the types of educational opportunities that are available within the public school system." There has evolved a large public outcry in the county for more educational choice and most of all the desire for educational alternatives outside of the current educational models being exercised by the local school districts. Dr. Brian Carpenter notes in his book *Charter School Board University* that ... "*Charter schools create an opportunity for parents and founders to exercise a higher degree of philosophical independence, compared to conventional public school philosophy.*" (Carpenter, Brian, L., 2006). The growing list of letters of intent to enroll at Treasure Valley Classical Academy and supportive petition signatures illustrate the interest, support and desire within Payette County and the surrounding Treasure Valley for expanded choice and educational opportunities.

(See Appendix F for petition signatures acquired at public presentations and meetings, preliminary letters of intent submitted through the TVCA website, and social media data via the TVCA Facebook page).

There is discontent and concern among parents of students in the three area school districts with the downward trend in literacy, be that of an academic, civic, or cultural nature, among students of all ages. Based on SBAC English Language, SBAC Math, and ISAT Science test scores released by the Idaho Department of Education for 2017, out of 292 elementary schools ranked, New Plymouth ranked 56th, down 8 from 2016, Fruitland school district ranked 155th, down 10 from 2015, but up 9 positions from 2016, and Payette ranked 261st, which was a rank level drop of 41 from 2016. Of the districts with potential enrollment of students outside Payette county, Parma ranked 193rd, Weiser ranked 66th, and Emmett, with two elementary schools, ranked 197th and 221st, with the second school dropping 80 levels of rank from the previous year. Idaho statewide average composite SAT scores for 2017 was 1006 with 63% of students ready in English and Reading and 36% ready in Math.

There is also a high degree of discontent among parents in the local districts of Payette county and the surrounding communities regarding the lack of detail and factual information within the teaching of history, particularly United States history and the related topics of civics and government. Specifically, the founding documents such as the Declaration of Independence and United States Constitution are not being thoroughly and accurately taught nor is the importance of the Founding Fathers and their sacrifice in helping to create the aforementioned documents and our nation. The BCSI classical education model utilizes primary source documents to present and teach accurate accounts of world history, US history and the American Founding. The Educational Program section gives a detailed description of classical education as applied by the Barney Charter School Initiative model.

Due to the reticence of many families in the respective area to be publically identified, it has been difficult to fully document and quantify the innumerable conversations, personal interactions, anecdotal experiences, and concerns with public schools that illustrate the desire and need for an educational alternative outside the current public schools. In March of 2018, a focus group research study was conducted by FDR Group, a professional survey organization from New York. The focus group consisted of parents of school age children who are attending, or may attend, public school in Payette County. The study was conducted over one evening and

broken into an open-ended segment about how parents view their local public schools and what their ideal school would look like, followed by a segment dedicated to gauging parents' response to the possibility of a new charter school coming to the area. The results of this survey support the various points of discontent and concern of parents throughout the potential impact area of TVCA. The survey is not yet published in full, but a current summary of findings and methodology document provided by FDR Group is included in Appendix F. In this summary are specific comments by parents about experiences and concerns with the current public schools such as, *"My daughter is also a very high reader and she is being held back for the same reasons, because they are playing catch up. She doesn't get to do as much as she could do while she is in school because they are constantly waiting on other kids."* And, *"My son is in high school, does not have books. So he comes home completely clueless how to do his math...He takes a picture from his cell phone of his assignment during school and tries to do his math assignment from his phone. And we are like 'where's your book, how do we explain it?'"*

The FDR focus group summary highlights parent's reactions and excitement regarding specific attributes of Treasure Valley Classical Academy's structure, educational format, and leadership, *"...there's scheduling, and time, I just like the whole structure, there's structure. I think schedules for children are important. I think being on time is to show you respect."* Another parent stated, *"There are two parts to an education. One is knowledge which we learn on our own. The other is wisdom which we learn from other people's experiences or our own. That's why we want to know what Plato thought about certain things. We use his knowledge to enhance our wisdom."*

The FDR focus group results completely align with the innumerable conversations, social media, and public meeting experiences the board has had over the last 3 years.

Another area study was conducted by EcoNorthwest of Portland, Oregon, at the request of Bluum and Building Hope. The resulting report entitled "Economic and Market Feasibilities of Two Proposed Charter Schools in the Treasure Valley Idaho", focused on Treasure Valley Classical Academy and another proposed charter school in a neighboring Canyon County district. Specifically, the report looked at:

1. Demographic and Market Demand Analysis

The report builds on the methods employed in a previous study of charter school opportunities in the Treasure Valley and makes use of updated data where feasible. In particular, the analysis compares locations of two potential new charter schools with locations housing similar existing charter schools. Comparison charter school enrollment trends are reviewed in light of the strength of their market potential. The analysis projected student-age populations, examined existing school performance and identified comparison charter school enrollment trends.

2. Support for USDA Grant

This effort examined the factors included in the USDA guidance of market feasibility given the siting locations for two new charter schools. The USDA guidance is written for the evaluation of enterprises producing market goods, but factors relevant to charter school sitings were discussed and evaluated.

3. PRODUCT: Market Report

The report summarizes the market feasibility for the two new charter schools and contain maps and graphics supporting the findings.

A copy of the report can be found in Appendix F. The report notes that, “Nearby district-run schools demonstrate a mix of academic performance. While expected growth in student-age populations is modest in the immediate surrounding area, TVCA expects to draw students from a broad geographic area, including the more robustly growing area of north Canyon County.”

The EcoNorthwest report also mentions and supports the FDR study as it states, “TVCA is offering a distinctive program designed to appeal to a traditional set of academic and leadership values (this is borne out by focus group research conducted in the general vicinity).” Parents are quoted in the FDR study as saying, *“I would like to see a little more patriotism in the classroom. When did they stop saying Pledge of Allegiance and learning history? They don’t learn that any more.”* And, *“I wanted my daughter to be shielded, we changed the news. We didn’t want my 6 year old daughter worrying about any kind of incident happening at school. But the school took it upon themselves...I felt my parenting was a little bit violated, what I wanted my daughter not to know didn’t matter.”*

The EcoNorthwest report draws attention to TVCA’s principal as well: “Key to the Classical Academy is its leader Stephen Lambert who is a retired Air Force colonel with a distinguished military career, and has been running a highly-successful [Hillsdale Barney Charter] classical academy in Atlanta, GA. From a recent parent group meeting in Fruitland there seems to be a strong appetite for both a classical academy approach to education and to having a decorated retired Air Force colonel leading the school.” A parent in the FDR study is quoted as stating, *“A former AF officer with a distinguished career is going to love America and US history and that kind of thing.”*

As mentioned in the education section there is no other school in the proposed area, or the state of Idaho, that follows the Barney Charter School Initiative model, thus Treasure Valley Classical Academy will provide the parents and students of Payette County and the surrounding counties with expanded choices in the type of educational opportunities within the public school framework. The BCSI has developed a curriculum that has shown success across a wide variety of student backgrounds throughout the nation.

The EcoNorthwest report notes that, “In an effort to better understand the enrollment potential for the proposed charter schools, four comparison rural-based Idaho charter schools were selected for review.” From this comparison the implication for enrollment was that, “Altogether, meeting the enrollment targets for TVCA is likely feasible, but will present a greater challenge than in the [other charter school]. A more aggressive marketing and information campaign might be an important aspect of achieving planned enrollment for this program, especially given no previous local operating presence within the region.”

The BCSI-experienced principal that has been secured for a foundational zero year allows TVCA a unique opportunity. One of the primary duties the principal will focus on will be marketing and public education programs covering the unique educational and personal development benefits of the BCSI model. TVCA board members will assist the principal with various public outreach events in all of the communities in Payette county and the bordering

towns of Weiser, Emmett, Middleton, and Parma to introduce and explain how the BCSI model, via Treasure Valley Classical Academy, will provide an exceptional, classically based, traditional education to students and families throughout the area. In addition to the seminars and educational programs, the principal will also be engaged in a media and marketing campaign to expose the curriculum and opportunities offered by TVCA to the various ethnic and underserved families of the potential impact area. His marketing plan includes specific discussions with area preschools, homeschool organizations and co-ops, as well as civic and cultural organizations.

The EcoNorthwest report addresses the economic feasibility of TVCA and its impact on Fruitland and Payette County as it states, "...the charter school will occupy an available school building in a community with large numbers of family households with incomes below both the state and national averages. The building is fully supported by utilities and transportation infrastructure. The [forecasted] 53 direct school employees will cause total employment in the area to rise by 66 new jobs, which is well within the capacity of Payette County. Clearly, this project is economically feasible."

Carpenter, Brian, L.,(2006), Charter School Board University: An introductory course to effective charter board governance (1st Ed.),Mount Pleasant, MI: National Charter Schools Institute.

EcoNorthwest, (2018), "Economic and Market Feasibilities of Two Proposed Charter Schools in the Treasure Valley Idaho: Draft Report", Portland, Oregon.

Transportation Plan

Transportation to any school can be an important factor for attendance. "Transportation must be provided where practicable. For new charter schools this may mean providing transportation starting in the second year once it has been determined where students reside and bus routes can be determined."(PCSC charter school template 2017). Treasure Valley Classical Academy plans to offer transportation services for students in the primary attendance area as soon as is financially viable and based on enrollment numbers and distance from school location of students residence. This desire is to ensure that lack of transportation will not negatively affect students for whom transportation may be a barrier to attendance. Bus routes and potential localized pickup points will be determined once enrollment is finalized. These services may be provided by a contractor or by the school. At the appropriate time, Treasure Valley Classical Academy will follow transportation bidding process per Idaho Code § 33-1510. TVCA has been in contact with local busing providers based on conversations and initial estimates the cost to contract services may be as high as \$3000 per day, depending on the number of required routes, which would be cost prohibitive. TVCA is investigating the costs of purchasing buses and hiring drivers and staff as an alternative.

Currently TVCA has reached out to the surrounding school districts of Payette County to attempt to partner on their routes in some manner. The districts have either showed no interest in allowing TVCA to align with them or have stated that it is illegal for them to contract with TVCA and allow us to utilize their busing resources. TVCA has also reached out to local privatized busing companies asking for quotes.

A major benefit of the preferred Olde School Community Center location in Fruitland is that it is in the middle of downtown and is in close proximity to local neighborhoods which are in walking distance of the building for potential low income and underserved families.

School Lunch Program

TVCA does not want the lack of nutrition to be a barrier for students' attendance. Treasure Valley Classical Academy has reached out to the surrounding school districts in an attempt to form a cooperative relationship to utilize the existing school food facilities with no success. The districts have informed TVCA that their resources and staff are not available to accommodate TVCA's potential food service needs. TVCA has also reached out to a number of local contract food service agencies that support other local educational establishments. These resources have been reluctant to serve our food service needs until we have a stable number for enrollment, have established ourselves in the county, and have a kitchen facility. There have been some promising developments with local restaurants to participate in a program to provide sandwiches and meals and *TVCA is pursuing developing a program that would fit into the overall school budget*. For the initial startup period and until the student numbers and budget allowed, conditions could necessitate that parents provide sack lunches for the students.

With the Olde School Community Center in downtown Fruitland, plans and accommodations can be made to provide a lunch program on premises. TVCA will search for food service vendors willing to work with the charter school. Once the vendors have been identified and Requests for Proposals approved and initiated, TVCA will begin a lunch program. At that time, Treasure Valley Classical Academy will investigate the means to enroll in the National School Lunch Program (NSLP) and the Free and Reduced Lunch program (FRL). If TVCA decides to participate, information to obtain free and reduced lunch will be gathered during the enrollment and registration process. Appropriate documentation will be gathered annually and will meet the program requirements. Once TVCA joins the National School Lunch Program, all policies required by the program, including a wellness policy and guidelines regarding meals and snacks served at the school or school events, will be adopted.

Strategies for Enrolling Underserved Families

Payette County is composed of 24% single parent homes, 29.8% Hispanic households and approximately 3.5% other minorities. According to the 2015 US census, 15.7% of families in Payette County live in poverty. Twenty-two percent (22%) of children in Payette County live in poverty according to CountyHealthRankings.org. The public school districts in the charter school impact area have from 46.6% to up to 100% of their students participating in the free and reduced lunch program. The individuals within these demographic groups often compose underserved families. TVCA intends to reach out to each of these populations through information booths at community and local events, banners, billboards, community and household presentations, written advertising at local businesses, preschools, grocers, and banks, as well as radio and/or television advertisements. Many of these marketing methods are already underway through the founder's own efforts as well as volunteers. TVCA has acquired the volunteer services of a certified Spanish translator who is assisting with translation of social media posts, flyers, and advertising literature into Spanish. This volunteer will also be participating in outreach events that will be conducted by the principal for the local Hispanic community as well as assisting in filling out any necessary forms or applications as the school moves towards its opening.

Treasure Valley Classical Academy is fortunate to have an important affiliation with Hillsdale College Barney Charter School Initiative (BCSI). Hillsdale College has had access to the services of Pinkston Group, a public relations firm based in Washington, D.C., and have arranged for Pinkston Group to deliver a live, on-line two-hour training session to all board

members and leaders of BCSI schools and founders of future BCSI affiliated schools to help prepare spokespersons to conduct effective, message-driven interviews.

The 2016 Bluum report “Hispanic Parents Speak Out,” composed of information compiled from Hispanic parents in eastern and southern Idaho who had opted to send their students to non-traditional public schools, highlighted features valued by the Hispanic population that are perfectly aligned with the structure and goals of Treasure Valley Classical Academy. Among those features:

- *“The Hispanic parents ... interviewed prized a school that emphasized respect and good behavior. These were values they typically emphasized at home, and they wanted the school environment to reflect those priorities.”*
- *“Parents typically responded well to school uniforms or a strict dress code because these communicated that a school was serious about student behavior. To some, there was an additional practical benefit – uniforms simplified the challenge of dressing youngsters.”*
- *“Take pride in having good teachers that care about children and in the school’s preparation of students for college. Schools might also highlight specialized courses of study.” (FDR Group, 2016).*

Each of the features listed align with TVCA’s educational program, philosophy and school culture.

TVCA founders are currently in discussion with the executive director of the local Boys & Girls Club to partner with the club on an afterschool program as the club becomes solidly established at their new Payette location.

A final note regarding provisions for the underserved families and insuring that TVCA has the goal to serve all students in our impact area comes from the current edition of The Core Knowledge Sequence: Content and Skill Guidelines for Grades K – 8. The preface to the resource book reiterates the mission of the Core Knowledge Foundation as “Excellence and Equity for all Children.” Shortly after in the introduction, the manual reemphasizes that the “...Equal Access to Knowledge Promotes Excellence and Fairness.” The manual states, “Only by specifying the knowledge that all children should share can we guarantee equal access to that knowledge. In our current system, disadvantaged children especially suffer from low expectations that translate into watered-down curricula. In schools teaching the *Core Knowledge Sequence*, however, disadvantaged children, like all children, are exposed to a coherent core of challenging, interesting knowledge. This provides a foundation for later learning, but also makes up the common ground for communication in our diverse society.” (Core Knowledge, 2010).

The primary reasons that Treasure Valley Classical Academy has chosen the proven model utilized by the Hillsdale Barney Charter Initiative is the rich, classically based, traditional curriculum and methodology. The Hillsdale BCSI model has the potential to provide a superb education to any child regardless of their socioeconomic or cultural experience. There are many private school models that can provide this same form of excellent education around the region, and maybe within the state of Idaho, but the social demographic of the majority of the families in the area that TVCA has chosen to influence cannot support or take advantage of a

private school opportunity of this caliber. Families of school age children in Payette County and the rural areas of surrounding counties have no tuition-free choice besides the typical public school setting in which they are frustrated and in which they have lost faith as evidenced in the FDR report. By utilizing the opportunity of school choice in Idaho and a public charter school in the Hillsdale BCSI tradition, every child in the TVCA area of influence will have the educational opportunity of a lifetime.

FDR Group, (2016). *Hispanic Parents Speak Out: Reflections from a series of focus groups with Hispanic parents in Idaho* conducted for Bluum. Boise, ID.

Core Knowledge Foundation (2010). *Core Knowledge Sequence: Content guidelines for grades K-8*. Charlottesville, VA: Core Knowledge Foundation.

Appendix E: Public Charter School Closure Protocol



CLOSURE PROTOCOL

August 2013

Background

This Closure Protocol is aligned to Idaho statute and rule and is designed to reflect best practices for managing the school closure process in an organized manner that protects the state, students and the community.

The Idaho Public Charter School Commission Closure Protocol is based on the Colorado Charter School Sample Closure Framework released in 2011 and publicly available at www.charterschoolquality.org. The Colorado Sample Closure Framework was created through the collaborative work of the Colorado Department of Education, the Colorado League of Charter Schools, and the Colorado Charter School Institute.

The Colorado Charter School Sample Closure Framework incorporated information from the following sources:

1. *Accountability in Action: A Comprehensive Guide to Charter School Closure*. Edited by Kim Wechtenhiser, Andrew Wade, and Margaret Lin. National Association of Charter School Authorizers (2010).
2. Colorado Charter School Institute Closure Project Plan (2010).
3. *Charter Renewal*. Charter Schools Institute, The State University of New York (SUNY).
4. *Pre-Opening Checklist and Closing Checklist*. Office of Education Innovation, Office of the Mayor, City of Indianapolis.
5. *2010-2011 Charter Renewal Guidelines*. District of Columbia Public Charter School Board.

During the revision process, the following additional sources were integrated into the Idaho Public Charter School Commission Closure Protocol:

6. *Navigating the Closure Process*. Matthew Shaw. Authorizing Matters Issue Brief, May 2011. National Association of Charter School Authorizers (2011).

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Introduction

Charter school closures happen when a school’s charter is revoked, non-renewed, or relinquished. A number of factors can lead to closure of the school, including poor academic performance, finances, governance, or safety issues. Regardless of the reasons for closure, the board of directors of the public charter school is responsible for managing the closure and dissolution process.² Cooperation between the public charter school board and administrator, authorizer, and other state entities can allow for the facilitation of a smooth process that “minimize[s] disruption for students while ensuring that public funds are used appropriately.”³

The closure process should begin as soon as the authorizer or the charter school board takes initial action to close the school, regardless of whether an appeals process has been completed or the decision has been finalized. This allows the school and authorizer to discuss the potential closure, identify a tentative timeline for the final decision, and work together to establish a closure team and clear paths of communication with each other, stakeholders, and the community.

Whenever possible, the authorizer and public charter school should work together to ensure that the school is able to operate through the completion of the regularly-scheduled school year. Under most circumstances, this should allow adequate time to complete all closure tasks. More importantly, it minimizes instructional gaps for students. However, there are occasions when it is necessary for a school to close mid-year. In these cases, students’ educational transitions should be the highest priority. The school, authorizer, and other state entities must also identify the appropriate closure team and work closely together to prioritize closure tasks and manage their completion in as organized and efficient manner as possible.

Though individual schools should develop closure plans that are tailored to their situation, resources, and needs, all schools should keep the following primary goals in mind:

1. Providing educational services in accordance with the charter and performance certificate until the end of the school year, or the agreed upon date when instruction will stop.
2. Reassigning students to schools that meet their educational needs.
3. Addressing the school’s financial, legal and reporting obligations.

The closure process has many tasks, which are illustrated in the chart below. Based on the circumstances surrounding the closure, not all tasks in this protocol may apply. When the charter school, authorizer, and other state entities meet at the outset of the closure process, they should refer to the Closure Protocol and identify which tasks will be required or necessary. During this meeting, responsible parties and completion dates should be agreed upon to ensure a transparent and smooth closure. The template that follows includes the basic tasks that will usually need to be addressed to close a school; the format allows for the insertion of responsible parties and task deadlines.

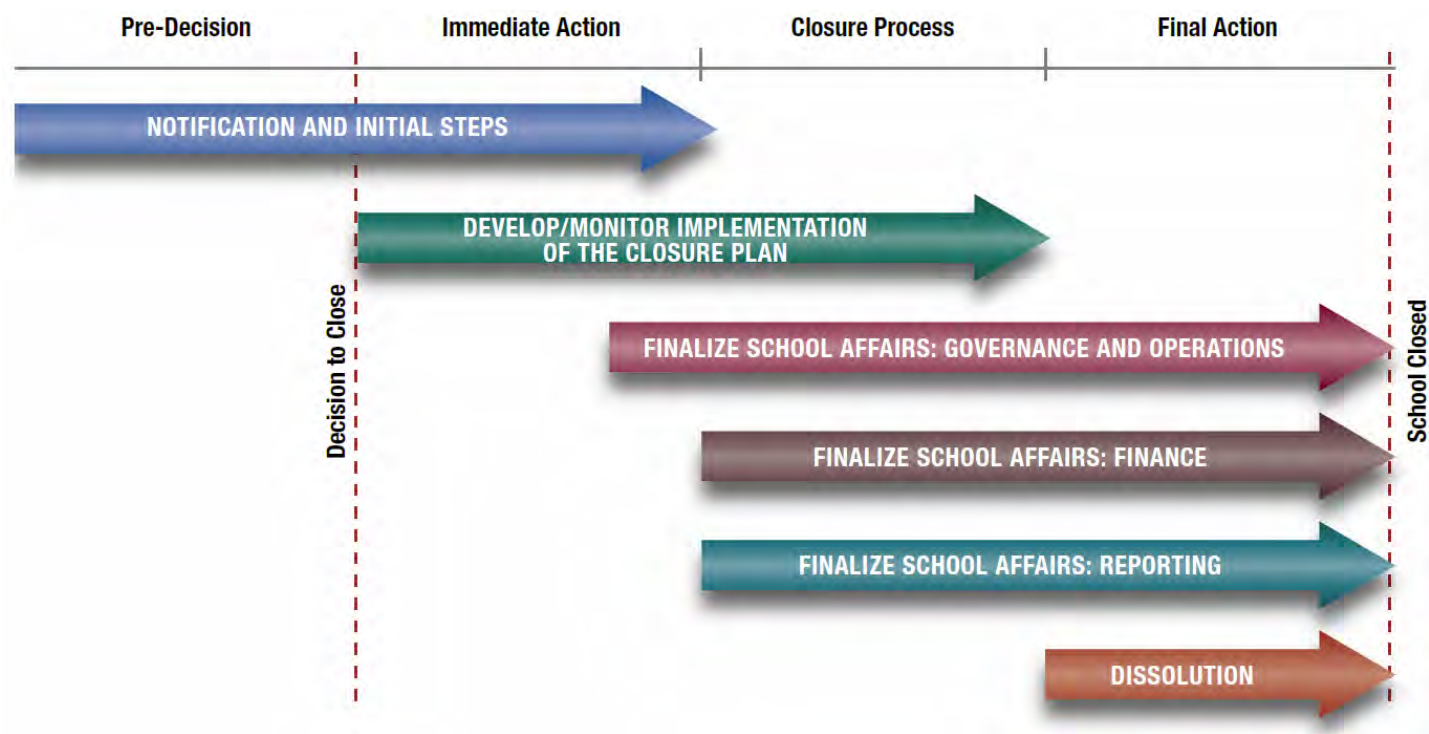
Endnotes

¹ Peyser, J. and Marino, M. “Why Good Authorizers Should Close Bad Schools.” Accountability in Action: A Comprehensive Guide to Charter School Closure. National Association of Charter School Authorizers (2010). Pages 6 and 9.

² I.C. § 33-5212

³ Shaw, M. “Navigating the Closure Process.” Authorizing Matters Issue Brief, May 2011. National Association of Charter School Authorizers (2011). Pages 2-3.

A Conceptual Timeline for Closure



Notification and Initial Steps

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Meet with PCSC and SDE staff Within 3 business days of the authorizer's or school's initial / intended closure decision, the charter school administrator and a representative of the school's board will meet (in-person or via telephone or web conference) with staff representatives of the PCSC and SDE to: <ol style="list-style-type: none"> 1. Review the remaining process for finalizing the closure decision as applicable 2. Review the Closure Protocol and tasks and clarify critical deadlines 3. Identify points of contact for media or community questions 4. Draft communication to staff, families, and affected districts 	School, PCSC, SDE			
Notify Parents / Guardians of Potential Closure <ol style="list-style-type: none"> 1. Within one week of the authorizer's or school's initial / intended closure decision, the charter school will send letters to enrolled families. Notification should include: <ul style="list-style-type: none"> • The reasons for closure. • If applicable, an explanation of the appeals process and likely timeline for a final decision. • Assurance that instruction will continue through the end of the school year or an estimation of when instruction will cease. • Assurance that after a final decision is reached, parents/students will be notified and assisted in the reassignment process. • Public Charter School Closure FAQ. • Contact information for parents/guardians with questions. 	School, PCSC			
Notify School Districts Materially Impacted <ol style="list-style-type: none"> 1. Within one week of the authorizer's or school's initial / intended closure decision, the charter school will send letters to districts materially impacted by the closure decision. Notification should include: <ul style="list-style-type: none"> • The reasons for closure. • If applicable, an explanation of the appeals process and likely timeline for a final decision. • Copy of the letter sent to parents. • Public Charter School Closure FAQ. • Contact information for questions. 	School, PCSC			
Meet with Charter School Faculty and Staff Administrator and charter board chair meet with the faculty and staff to: <ol style="list-style-type: none"> 1. Discuss reasons for closure, status of appeals process (if applicable), and likely timeline for a final decision. 2. Emphasize importance of maintaining continuity of instruction through the end of the school year. 3. Emphasize need to limit expenditures to necessities. 4. Discuss plans for helping students find new schools and need for teachers and staff to have organized student files prepared for transfer. 5. Identify date when last salary checks will be issued, when benefits terminate, and anticipated last day of work. 6. Describe assistance, if any, that will be provided to faculty and staff to find new positions. 	School			
Review and Report on Finances <ol style="list-style-type: none"> 1. Review budget to ensure that funds are sufficient to operate the school through the end of the school year, if applicable. Communicate with the PCSC and SDE regarding financial status and next steps. 2. Limit expenditures to only those in the approved budget and delay approving expenditures that might no longer be necessary until a revised budget is approved. 3. Communicate with the SDE regarding whether there are any anticipated changes to remaining disbursements from the state. 	School, PCSC, SDE			

<p>Send Additional and Final Notifications</p> <ol style="list-style-type: none"> 1. Notify parents and affected school districts in writing after key events (e.g., denial of an appeal) and when the closure decision is final. 2. The letters notifying staff, parents, and other districts of the final closure decision should include: <ul style="list-style-type: none"> • The last day of instruction. • Any end-of-the-year activities that are planned to make the transition easier for parents and students. • Assistance that will be provided to families in identifying new schools. This may include a list of school options; application deadlines or open house dates for traditional public, public charter, or private schools; or individual meetings with families. • Basic information about the process for access and transfer of student and personnel records. 	<p>School, PCSC</p>			
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Develop/Monitor Implementation of the Closure Plan

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Establish Transition Team, Develop Closure Plan, and Assign Roles 1. Contact appropriate entities to establish a transition team, including: <ul style="list-style-type: none"> • A member of the PCSC staff • A member of the SDE staff • Charter school board chair • Lead administrator from the charter school • Lead finance person from the charter school • Additional members as deemed appropriate 2. Develop plan, review roles of primary entities, identify individuals responsible for closure tasks, and exchange contact information.	School, PCSC, SDE			
Establish a Schedule for Meetings and Interim Status Reports Agree on a meeting schedule to review progress and interim, written status reports to include: <ol style="list-style-type: none"> 1. Reassignment of students and transfer of student records. 2. Identification of long-term storage location of student and personnel records; plan for access and communication to parents regarding access. 3. Notification to entities doing business with the school. 4. The status of the school's finances, including outstanding expenses and payment of creditors and contractors. 5. Sale, dissolution, or return of assets. 6. Submission of all required reports and data to the authorizer and/or state. 	School			
Submit Final Closure Report Submit the completed closure Protocol document and appropriate final closure documents to the PCSC (see the Reporting section for more details).	School			

Finalize School Affairs: Governance and Operations

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Maintain Identifiable Location Maintain the school's current location through the winding up of its affairs or relocate its business records and remaining assets to a location with operational telephone service that has voice message capability.	School			
Protect School Assets Protect the school's assets and any assets in the school that belong to others against theft, misappropriation and deterioration. <ol style="list-style-type: none"> 1. Maintain existing insurance coverage on assets, including facility, until the disposal of such assets in accordance with the closure plan. 2. Negotiate school facility insurance with entities that may take possession of school facility – lenders, mortgagors, bond holders, etc. 3. Obtain or maintain appropriate security services. Action may include moving assets to secure storage after closure or loss of facility. 	School			
Notify Commercial Lenders / Bond Holders (if applicable) If the school has existing loans - Within 10 days after the final decision to close the charter school (after appeals process is complete), notify banks, bond holders, etc., of the school's closure and projected dates for the school's last payment towards its debt and if/when default will occur.	School			
Terminate EMO /CMO Agreement (if applicable) Review the management agreement and take steps needed to terminate the agreement at the end of the school year or prior to the intended closure date. <ol style="list-style-type: none"> 1. The management company should be asked for a final invoice and accounting, including an accounting of any retained school funds and the status of grant funds. 2. The school and the management company should agree upon how the company will continue to provide educational services until the last day of instruction. The school and the management company agree when other services including business services will end.	School			
Notify Contractors and Terminate Contracts <ol style="list-style-type: none"> 1. Notify all contractors, including food service and transportation, of school closure. 2. Retain records of past contracts and payments. 3. Terminate contracts for goods and services as of the last date such goods or services will be needed. 	School			
Notify Employees and Benefit Providers <ol style="list-style-type: none"> 1. Whenever possible, provide employees with formal, written notification of termination of employment at least 60 days before closure to include date of termination of all benefits in accordance with applicable law and regulations (i.e. WARN and COBRA) and eligibility for unemployment insurance pursuant to federal or state law or regulations of the Idaho Department of Labor. 2. Notify benefit providers of pending termination of all employees, to include: <ul style="list-style-type: none"> • Medical, dental, vision plans. • Life insurance. • PERSI, 403(b), or other retirement plans 3. Consult legal counsel as specific rules and regulations may apply to such programs. 	School			

Finalize School Affairs: Governance and Operations (continued)

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Maintain and Organize Records <ol style="list-style-type: none"> Maintain all corporate records related to: <ul style="list-style-type: none"> Loans, bonds, mortgages and other financing. Contracts. Leases. Assets and their sale, redistribution, etc. Grants -- records relating to federal grants must be kept in accordance with 34 CFR 80.42. Governance (minutes, bylaws, policies). Accounting/audit, taxes and tax status, etc. Employees (background checks, personnel files). Employee benefit programs and benefits. Any other items listed in the closure plan. Determine where records will be stored after dissolution. 	School			
Transfer Student Records and Testing Material <ol style="list-style-type: none"> Ensure that all student records are organized and complete Within 10 days of receiving a records request, send student records, including final grades and evaluations, to the students' parent or new district and/or school, including: <ul style="list-style-type: none"> Individual Education Programs (IEPs) and all records regarding special education and supplemental services. Student health / immunization records. Attendance record. Any testing materials required to be maintained by the school. Student transcripts and report cards. All other student records. Document the transfer of records to include: <ul style="list-style-type: none"> Date of transfer (for each individual student file transferred). Signature and printed name of the charter school representative releasing the records. Name and contact information of the receiver's representative. The total number and percentage of general and special education records transferred. 	School			
Inventory Assets and Prepare Federal Items for Pick-up <ol style="list-style-type: none"> Inventory school assets, and identify items: <ul style="list-style-type: none"> Loaned from other entities. Encumbered by the terms of a contingent gift, grant or donation, or a security interest. Belonging to the EMO/CMO, if applicable, or other contractors. Purchased with federal grants or funds (i.e. Charter Start grant) <ul style="list-style-type: none"> Items purchased with federal funds should be listed on the Federal Items Inventory spreadsheet provided by the PCSC. The list should be very detailed and complete, and items should not be sold or re-distributed. Return assets not belonging to school where appropriate documentation exists. Keep records of assets returned. Organize and pack items purchased with federal funds and arrange for PCSC walk-through and pick-up. <ul style="list-style-type: none"> Boxes should be packed, closed, taped, and <i>clearly</i> labeled with name(s) and/or number(s) corresponding to the inventory. PCSC walk-through must be scheduled in advance and must be at least 2 days prior to the scheduled move day. At the time of the walk-through, all federal items must be prepared and distinctly separate from other school assets. If the school's items are not adequately prepared for moving, the PCSC will delay the date for pick-up of federal items. 	School, PCSC			

Finalize School Affairs: Finance

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Maintain IRS 501(c)(3) Status Maintain IRS 501(c)(3) status until final dissolution. Notify IRS regarding any address change(s) and file required tax returns and reports.	School			
Notify Funding Sources / Charitable Partners Notify all funding sources, including charitable partners of school closure. Notify state and federal agencies overseeing grants / programs of school closure.	School			
Review and Revise School Budget <ol style="list-style-type: none"> 1. Review the school's budget and overall financial condition. 2. Make revisions, taking closure expenses into account closure while prioritizing continuity of instruction. Submit budget to PCSC and SDE. 3. Identify acceptable use of reserve funds. 	School, PCSC, SDE			
List all Creditors and Debtors Formulate a list of creditors and debtors and any amounts accrued and unpaid with respect to such creditor or debtor. Note that the creditor list is not the same as the contractor list (above), but should include any contractors with whom the school owes money (based on a contract or invoice). <ol style="list-style-type: none"> 1. Creditors include lenders, mortgage holders, bond holders, equipment suppliers, service providers and secured and unsecured creditors. 2. Debtors include persons who owe the school fees or credits, any lessees or sub-lessees of the school, and any person holding property of the school. 	School			
Notify Debtors and Process Payments Contact debtors to request payment. Process and document received payments.	School			
Determine PERSI Obligations Contact PERSI to determine remaining liabilities for employee retirement program.	School			
Notify and Pay Creditors <ol style="list-style-type: none"> 1. Notify all creditors of the school's closure and request final invoices. 2. Sell appropriate assets. 3. Prioritize and pay creditors in accordance with I.C. § 33-5212(2). Document payments made. 	School			
Itemize Financials Review, prepare and make available the following: <ol style="list-style-type: none"> 1. Fiscal year-end financial statements. 2. Cash analysis. 3. Bank statements for the year, investments, payables, unused checks, petty cash, bank accounts, and payroll reports including taxes. 4. Collect and void all unused checks and destroy all credit and debit cards. Close accounts after transactions have cleared. 	School			
Close Out All State and Federal Grants Close out state, federal, and other grants. This includes filing any required expenditure reports or receipts and any required program reports, including disposition of grant assets.	School, SDE, Fed			
Prepare Final Financial Statement Retain an independent accountant to prepare a final statement of the status of all contracts and obligations of the school and all funds owed to the school, showing: <ol style="list-style-type: none"> 1. All assets and the value and location thereof. 2. Each remaining creditor and amounts owed. 3. Statement that all debts have been collected or that good faith efforts have been made to collect same. 4. Each remaining debtor and the amounts owed. 	School			
Complete Final Financial Audit Complete a financial audit of the school in accordance with statute by a date to be determined by the authorizer. Submit final audit to the PCSC and SDE.	School, PCSC, SDE			
Reconcile with State Reconcile state billings and payments. Reimbursement of funds previously disbursed to the school may be required.	School, SDE			

Finalize School Affairs: Reporting

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Prepare and Submit End-of-Year Reports <ol style="list-style-type: none"> 1. Communicate with the PCSC regarding necessary end-year or annual data or reporting that needs to be submitted and identify deadlines. 2. Prepare and submit annual reports to the authorizer. 	School, PCSC			
Prepare Final Report Cards and Student Records Notice Provide parents / guardians with copies of final report cards and notice of where student records will be sent along with contact information.	School			
Prepare and Submit Final ISEE Report Within 10 days of final closure, submit a final ISEE report to the SDE.	School, SDE			
Prepare and Submit Final Budget and Financial Reporting Within 120 days of final closure, submit a final budget and financial reporting, including final financial audit, to the SDE.	School, SDE			
Prepare and Submit All Other Required State and Federal Reports <ol style="list-style-type: none"> 1. Communicate with the SDE and the federal government to identify any outstanding or final reports required for federal, state, or special programs (special education, Title I, etc.) and confirm deadlines. 2. Prepare and submit reports to the SDE and/or federal government. 	School, SDE			
Prepare and Submit Final Closure Report to the PCSC Submit the completed closure Protocol document and a narrative and/or attachments that outline the following: <ol style="list-style-type: none"> 1. The name and contact information of the individual(s) with whom the PCSC can follow-up after closure if there are questions or issues to be addressed 2. The school's final financial status, including the final independent audit 3. The status of the transfer and storage of student records, including: <ul style="list-style-type: none"> • The school's total enrollment at the start of the final semester • The number and percentage of student records that have been transferred prior to closure • The plan for storage and access to student records after closure, including the signature of the person / entity that has agreed to be responsible for transferring records after closure • A copy of public communication to parents regarding how to access student records after closure 4. The status of the transfer and storage of personnel records, including: <ul style="list-style-type: none"> • The school's total number of staff at the beginning of the final semester • The number and percentage of personnel records that have been distributed to staff and/or new employers • If necessary, the plan for storage and access to personnel records after closure, including the signature of the person / entity that has agreed to be responsible for transferring records after closure • A copy of communication to staff regarding how to access personnel records after closure 5. Additional documentation (inventories, operational info, etc.) may be included with the report 	School, PCSC			

Dissolution

DESCRIPTION OF REQUIRED ACTIONS	ENTITIES INVOLVED	INDIVIDUALS RESPONSIBLE	DEADLINE	STATUS
Dissolve the Charter School (I.C. § 30-3-110) <ol style="list-style-type: none"> 1. Give appropriate notice of the meeting per Open Meeting law and statute, including the intention to vote on the dissolution of the corporation. 2. The charter school board adopts a plan of dissolution indicating to whom the assets of the non-profit corporation will be distributed after all creditors have been paid. (I.C. § 33-5206(9)) 3. Unless otherwise provided in the bylaws, the board of directors votes on the resolution to dissolve. A non-profit corporation is dissolved upon the effective date of its articles of dissolution. (I.C. § 30-3-112) 	School			
Notify the Secretary of State (I.C. § 30-3-112) <ol style="list-style-type: none"> 1. After the resolution to dissolve is authorized, dissolve the corporation by delivering to the Secretary of State for filing articles of dissolution setting forth: <ul style="list-style-type: none"> • The name of the non-profit corporation. • The date dissolution was authorized. • A statement that dissolution was approved by sufficient vote of the board. • If approval of members was not required (commonly true for public charter schools), a statement to that effect and a statement that dissolution was approved by a sufficient vote of the board of directors or incorporators • Such additional information as the Secretary of State determines is necessary or appropriate. 	School			
Notify Known Claimants (I.C. § 30-3-114) Give written notice of the dissolution to known claimants after the effective date of the dissolution. Claimants have 120 days from the effective date of the written notice to submit a claim.	School			
End Corporate Existence (I.C. § 30-3-113) A dissolved non-profit corporation continues its corporate existence, but may not carry on any activities except as is appropriate to wind up and liquidate its affairs, including: <ol style="list-style-type: none"> 1. Preserving and protecting its assets and minimizing its liabilities. 2. Discharging or making provision for discharging its liabilities. 3. Disposing of its properties that will not be distributed in kind. 4. Returning, transferring or conveying assets held by the corporation upon a condition requiring return, transfer or conveyance, which condition occurs by reason of dissolution, in accordance with such condition. 5. Transferring, subject to any contractual or legal requirements, its assets as provided in or authorized by its articles of incorporation or bylaws. 6. Doing every other act necessary to wind up and liquidate its assets and affairs. 	School			
Notify IRS Notify the IRS of dissolution of the education corporation and its 501(c)(3) status and furnish a copy to the authorizer.	School			

“If charter schools are to have any hope of transforming public education, they cannot settle for simply being pretty good or just above average – especially when that average is well below what students need to succeed in the world. From this perspective, charter schools need to be about excellence. Specifically, they need to prove that excellence is possible and achievable at scale and under difficult circumstances, even with students whom others may have given up on.”

“All of those who embark on this perilous journey of hope deserve our deepest gratitude and respect for embracing this challenge with courage, persistence and good faith. But these virtues alone are not enough. Charter schools are not supposed to rest on good intentions and earnest effort; they are supposed to achieve meaningful results demonstrated by a sound body of evidence over the charter term. Charter schools that cannot deliver on that promise, either to their students or the broader public, need to be closed. This is the unpleasant, but imperative responsibility of authorizers.”

-- James A. Peyser and Maura Marino. “Why Good Authorizers Should Close Bad Schools.”¹