



AMENDED AGENDA

METROPOLITAN BOARD OF PUBLIC EDUCATION

2601 Bransford Avenue, Nashville, TN 37204
Regular Meeting – February 10, 2015 - 5:00 p.m.
Sharon Dixon Gentry, EdD, Chair

TIME

- 5:00 I. CONVENE and ACTION
 - A. Establish Quorum
 - B. Pledge of Allegiance

- 5:05 II. AWARDS AND RECOGNITIONS GP-3
 - A.

- 5:05 III. AND THE GOOD NEWS IS... GP-3.1
 - A. Jack Isnehour - Nashville Emmy Award Recipient

- 5:05 IV. PUBLIC PARTICIPATION

The Board will hear from those persons who have requested to appear at this Board meeting. In the interest of time, speakers are requested to limit remarks to three minutes or less. Comments will be timed.

 - A. Anna-Marie Farmer - Public Engagement and Communications
 - B. Molly Handler - Testing
 - C. Lora Obrohta – MNPS Board Policies for Public Engagement
 - D. Chris Moth – Unanswered Questions from the Hillsboro Cluster Parent Advisory Council
 - E. Thomas Weber – New Proposed Communications Piece
 - F. Erica Lanier – Public Engagement
 - G. Danielle Gore – Moratorium Against New Schools
 - H. Laura Jean Marquis – Public Engagement Policy
 - I. **Kevin Winter – MNPS Public Engagement**

- 5:05 V. GOVERNANCE ISSUES
 - A. Actions
 - 1. Consent GP-8.3
 - a. Recommended Approval of Change Order #1 for John Early Museum Magnet Middle School Additions and Renovations – Carden Co., Inc.
 - b. Recommended Approval of Change Order #1 for Percy Priest Elementary School Playground Ramp – Southland Constructors, LLC
 - c. Recommended Approval of Supplement #1 for Hume-Fogg Magnet High School Gymnasium Addition – Kline Swinney Associates
 - d. Recommended Approval of Request #2 for District-wide Roof Repairs (Fall-Hamilton Elementary School) – RSS
 - e. Recommended Approval of Request #23 for District-wide Maintenance, Repairs, and General Construction (Health Science Simulation Lab at Hillwood High School) - Southland Constructors, LLC
 - f. Awarding of Purchases and Contracts
 - (1) Archetype Film & Post
 - (2) CDW - Government
 - (3) Children’s Defense Fund

- (4) Mechanical Resource Group
- (5) Trane, Inc.
- (6) Vanderbilt Peabody Research Institute
- g. Recommended Approval of Request for Compulsory Attendance Waiver
- h. Legal Settlement (\$200,000)

5:10 VI. REPORTS

- A. Director's Report
 - 1. Priority Schools Update – Mass Insight
 - 2. RFP Charter Process
 - 3. Child Nutrition Update
 - 4. MJLM Performance Audit Update

- B. Committee Reports
 - 1. Teaching and Learning
 - 2. Community Engagement
 - 3. **CLASS**

- C. Board Chairman's Report
 - 1. Announcements
 - 2.

6:30 VII. WRITTEN INFORMATION TO THE BOARD (not for discussion)

- A. Upcoming Committee Meetings:
 - Teaching and Learning at 11:30 a.m. on February 18th

6:30 VIII. ADJOURNMENT

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

a. RECOMMENDED APPROVAL OF CHANGE ORDER #1 FOR JOHN EARLY MUSEUM MAGNET MIDDLE SCHOOL ADDITIONS AND RENOVATIONS – CARDEN CO., INC.

You are requested to make the following changes to this Contract:

1. Add owners Contingency Allowance	<u>\$100,000.00</u>
Total	\$100,000.00

It is recommended that this change order be approved.

Legality approved by Metro Department of Law.

Funding: 45013.80404513

Date: February 10, 2015

b. RECOMMENDED APPROVAL OF CHANGE ORDER #1 FOR PERCY PRIEST ELEMENTARY SCHOOL PLAYGROUND RAMP – SOUTHLAND CONSTRUCTORS, LLC

You are requested to make the following changes to this Contract:

1. Add additional concrete to span between sidewalk and retaining wall, and for retaining wall cap and concrete stem wall at top of ramp at change in elevation	\$2,484.97
2. Deduct for change in handrails to combine guardrail & handrail in specified areas	<u>(\$1,890.00)</u>
Total	\$ 594.97

It is recommended that this change order be approved.

Legality approved by Metro Department of Law.

Funding: 45015.80405515

Date: February 10, 2015

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

c. RECOMMENDED APPROVAL OF SUPPLEMENT #1 FOR HUME-FOGG MAGNET HIGH SCHOOL GYMNASIUM ADDITION – KLINE SWINNEY ASSOCIATES

You are requested to make the following changes to this Contract:

1. Additional services for structural design of new separate wall in Gymnasium as requested by Owner	\$1,710.00
2. Additional services for Band Room Lighting revisions as requested by Owner	<u>\$2,400.00</u>
Total	<u>\$4,110.00</u>

It is recommended that this change order be approved.

Legality approved by Metro Department of Law.

Funding: 45015.80404915

Date: February 10, 2015

d. RECOMMENDED APPROVAL OF REQUEST #2 FOR DISTRICT-WIDE ROOF REPAIRS (FALL-HAMILTON ELEMENTARY SCHOOL) – RSS

We are requesting approval to issue a purchase order against the existing contract for District-wide Roof Repairs for repairs at Fall-Hamilton Elementary School in the amount of \$25,849.

It is recommended that this change order be approved.

Legality approved by Metro Department of Law.

Funding: 45014.80406214

Date: February 10, 2015

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

e. RECOMMENDED APPROVAL OF REQUEST #23 FOR DISTRICT-WIDE MAINTENANCE, REPAIRS, AND GENERAL CONSTRUCTION (HEALTH SCIENCE SIMULATION LAB AT HILLWOOD HIGH SCHOOL) - SOUTHLAND CONSTRUCTORS, LLC

We are requesting approval to increase the existing purchase order against the existing contract for District-wide Maintenance, Repairs, and General Construction for construction of the Health Science Simulation Lab at Hillwood High School in the amount of \$2,266.

It is recommended that this change order be approved.

Legality approved by Metro Department of Law.

Funding: 45015.80406615

Date: February 10, 2015

f. Awarding of Purchases and Contracts

(1) VENDOR: Archetype Film and Post

SERVICE/GOODS: Contractor will create and provide copies of 75-100 high quality photos showcasing the MNPS Academies of Nashville. This contract is awarded from MNPS Request for Proposals #15-1.

TERM: February 11, 2015 through December 31, 2015

FOR WHOM: MNPS Academies of Nashville

COMPENSATION: The price per set of photos is \$654 per Academy.

Total compensation under this contract is not to exceed \$26,815.

OVERSIGHT: Leadership and Learning

EVALUATION: Based on deliverables in the RFP and Contractor's proposal.

MBPE Contract Number: 2-926819-00

Legal Control Number: Pending

Source of Funds: Operating Budget

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

f. Awarding of Purchases and Contracts

(2) VENDOR: CDW-Government

SERVICE/GOODS: Purchase requisition #100131 for ARUBA Clearpass network security software licenses and training. This purchase piggybacks the National Joint Powers Alliance (NJPA) contract with CDW-Government.

TERM: February 11, 2015 through December 31, 2015

FOR WHOM: All MNPS wireless users

COMPENSATION: Total purchase is not to exceed \$389,080.

OVERSIGHT: Technology and Information Services

EVALUATION: Based on manufacturer's performance specifications.

MBPE Contract Number: NJPA contract #111309-CDW

Legal Control Number: Pending

Source of Funds: Capital Funds - Technology

f. Awarding of Purchases and Contracts

(3) VENDOR: Children's Defense Fund

SERVICE/GOODS: Summer reading and extended learning program, offered through the *Freedom School* that was developed by the Children's Defense Fund, to help increase literacy, self-esteem, social-emotional skills, and a love of learning in children in grades K-12. The target audience is children who otherwise may not have access to books and educational enhancement programs during the summer, particularly children from low-income and at-risk communities. The goal is to reduce summer learning loss, which disproportionately impacts low-income children. The program is named for Freedom Schools developed in Mississippi during Freedom Summer 1964 in the Civil Rights Era. This contract will support two sites (each @ 100 students maximum).

TERM: February 11, 2015 through June 30, 2018

FOR WHOM: MNPS students selected to attend the *Freedom School*

COMPENSATION: Total compensation under this contract is not to exceed \$220,000.

OVERSIGHT: Support Services

EVALUATION: Based upon timeliness and quality of service provided.

MBPE Contract Number: Pending

Legal Control Number: Pending

Source of Funds: Pending

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

f. Awarding of Purchases and Contracts

(4) VENDOR: Mechanical Resource Group

SERVICE/GOODS: Cooling Tower service, preventative maintenance, and repair. This contract is awarded from MNPS Request for Proposal #14-1.

TERM: February 11, 2015 through June 30, 2018

FOR WHOM: Facility and Grounds Maintenance

COMPENSATION: Total compensation under this contract is not to exceed \$250,000.

OVERSIGHT: Facility and Grounds Maintenance

EVALUATION: Based upon timeliness and quality of services provided.

MBPE Contract Number: 2-625631-01

Legal Control Number: Pending

Source of Funds: Operating Budget; Capital Funds

f. Awarding of Purchases and Contracts

(5) VENDOR: Trane, Inc.

SERVICE/GOODS: Purchase requisition #99945 for preventive maintenance on Chillers. This purchase piggybacks The Cooperative Purchasing Network (TCPN) contract with Trane Inc.

TERM: February 11, 2015 through June 30, 2015

FOR WHOM: Facility and Grounds Maintenance

COMPENSATION: Total purchase is not to exceed \$133,208.

OVERSIGHT: Facility and Grounds Maintenance

EVALUATION: Timeliness and quality of services purchased.

MBPE Contract Number: TCPN contract #R5045

Legal Control Number: N/A

Source of Funds: Operating Budget; Capital Funds

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

f. Awarding of Purchases and Contracts

(6) VENDOR: Vanderbilt Peabody Research Institute

SERVICE/GOODS: First Amendment to the contract, increasing compensation to complete the scope of work. Contractor is evaluating the MNPS Pre-K program, in the following measurement areas, in order to provide a basis of comparison regarding student outcomes:

- Social-Emotional Development
- Cognitive Development
- Language Development & Literacy
- Approaches to Learning
- Physical Development

TERM: June 11, 2014 through June 30, 2015

FOR WHOM: Leadership and Learning – Early Learning Innovation

COMPENSATION: This Amendment increases compensation under the contract by \$80,000.

Total compensation under this contract is not to exceed \$255,000.

OVERSIGHT: Leadership and Learning - Early Learning Innovation

EVALUATION: Based upon timeliness and quality of the deliverables defined in Contractor's scope of work.

MBPE Contract Number: 2-218740-19 Annex 57 Amendment 01

Legal Control Number: Pending

Source of Funds: Operating Budget

Memorandum

To: Jesse Register, Ed. D., Director of Schools
From: Alvin Jones, Executive Director, Support Services
Date: 2/3/2015
Re: Compulsory Attendance Waiver Request

This request for exemption from compulsory school attendance has been reviewed. The request meets the guidelines for exemption as approved by the State Board of Education and MNPS policy. I recommend approval of this request.

NAME	AGE	SCHOOL	Waiver	Waiver/ GED
L.T.	17	The Cohn School		x
J.A.	17	McGavock HS		x
K.L.	17	Bass ALC	x	

TO: MNPS Board Members
FROM: Alan Coverstone
DATE: February 6, 2015

RE: Tuesday's Board Discussion

I am attaching two items to this memo for your review:

1. Item #1 is the December 19th memo from Dr. Register detailing the modifications to the application review process made in response to the feedback gathered from Board members.
2. A simplified Application Guide

I want you to have these documents ahead of our discussion Tuesday night. We have been working hard to address the challenge of preparing to invoke "substantially negative fiscal impact" through our process, and we plan to pull out that issue to address first on Tuesday night so we can fully explain the approach we are recommending to address fiscal impact.

We want the Board to have a good understanding of the foundation of the approach as found in the various research efforts undertaken over the past year, including the MGT analysis, a Comptroller's report on charter costs, and the ERS work to prepare for student based budgeting. We want to handle it first, so that you can see it clearly and so that we can determine together if you find it to be a viable approach.

TO: Dr. Sharon Gentry, Chair
FROM: Dr. Jesse Register
DATE: December 19, 2014

RE: Fiscal Impact Procedures for Charter Application Review

On November 25, 2014 we distributed a draft Call for New School Proposals to Board members for review. On December 9, 2014 Board members discussed the Call during their regularly scheduled meeting. Members provided written feedback which we appreciate.

Two issues stood out from the feedback that need further clarification. We are including that clarification here and will incorporate it into the Call before it is released. We will delay the release of the Call until members have had the chance to react to the clarifications in this memo.

1. Substantial Negative Fiscal Impact

The first issue surrounds the definition of “substantial negative fiscal impact.” Board priorities as expressed in the proposed priorities in the call can guide investment, but they cannot answer the question posed by one member, “How many of these schools is enough?” Likewise, while the MGT framework included in the draft can identify those new school decisions that best advance the priorities, the framework cannot answer the question of how many new schools are affordable.

Many factors play into determining the affordability of new schools and, like any other new program funded by MNPS, the body charged with determining what can be afforded is the MNPS Board of Education through its budget-setting function. Factors that shape Board determination of affordability include but are not limited to:

- The amount of annual revenue provided by the City Council to operate the schools
- The total number of students served in district schools in a given year
- The opportunity costs of spending on new schools relative to offsetting reductions if needed
- Board priorities that enable comparison between new expenditures and potentially offsetting reductions
- Recommendations by the administration regarding affordability judgments

Tennessee Law authorizes consideration of “substantial negative fiscal impact” in decisions to deny charter applications (TCA 49-13-108 (b,e)):

(b) The local board of education may consider whether the establishment of the charter school will have a substantial negative fiscal impact on the LEA such that authorization of the charter school would be contrary to the best interest of the pupils, school district or community.

(e) Prior to approving any charter school on appeal if the LEA's denial is based on substantial negative fiscal impact, the state board shall consider the financial impact of the charter school on the LEA. The state board

may request additional information from the charter school sponsor and the LEA in regards to such consideration. The state board shall not approve for operation any charter school that is determined by the board to have a substantial negative fiscal impact on an LEA, such that authorization of the charter school would be contrary to the best interests of the pupils, school district or community.

In order to facilitate Board consideration of “substantial negative fiscal impact,” the Administration will make the following adjustments in the way it presents its application review work to the Board:

- Schools which do not meet or exceed quality thresholds will be recommended for denial on objective grounds, and those grounds will be provided to the Board for its consideration in approving or rejecting those recommendations
- Administration will continue to articulate the per school fiscal impact of all new schools proposed so that the Board may consider the possibility that new schools, if approved, would carry substantial, negative fiscal impact (be unaffordable)
- Administration will rank order applications not recommended for denial according to the five priorities articulated in the RFP (Academic performance, overcrowding, diversity, conversion, and location context) so that Board members may take potential approvals one-by-one in descending order of need and determine, as a Board, the threshold beyond which further approval constitutes substantial, negative fiscal impact

2. Request to Stop Applications Before Presenting them for Board Action

Failure to act by resolution of the board on any application results, by law, in approval of that application (TCA 49-13-108 (a)(2-3):

(2) The local board of education shall have the authority to approve applications to establish public charter schools and renew public charter school agreements. The local board of education shall rule by resolution, at a regular or special called meeting, on the approval or denial of a charter application within ninety (90) days of receipt of the completed application. Should the local board of education fail to either approve or deny a charter application within the ninety-day time limit prescribed in this subdivision (a)(1), the application shall be deemed approved.

(3) The grounds upon which the local board of education based a decision to deny a public charter school application must be stated in writing, specifying objective reasons for the denial. Upon receipt of the grounds for denial, the sponsor shall have thirty (30) days within which to submit an amended application to correct the deficiencies. The local board of education shall have thirty (30) days either to deny or to approve the amended application. Should the local board of education fail to either approve or deny the amended application within thirty (30) days, the amended application shall be deemed approved.

2015 Charter School Application Guide For Potential Charter Operators Opening a School in 2016



Office of Innovation
2601 Bransford Avenue, C-404
Nashville, TN 37204
Carol Swann, Coordinator of Charter Schools
Carol.Swann@mnps.org



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Charter Schools Opening for the 2016-17 School Year

All submitted proposals become public record after submission to MNPS. Submission of a proposal is an official waiver of confidentiality, notwithstanding any statements to the contrary that may be contained within the proposal, or in any other notifications submitted by the proposer.

Purpose

MNPS seeks charter school applications to cultivate strong school capacity in order to provide high quality academic instruction for all students (**Appendix A – Education 2018**).

This year, the call for proposals is again shaped by academic performance of schools, rapid enrollment growth in schools that are overenrolled, the diversity goals of the MNPS Diversity Management Plan (**Appendix B – Diversity Management Plan**), and the fiscal capacity framework developed by the MGT study which the School Board commissioned in 2015.

In addition to considering the quality of the proposal and its ability to advance the best interests of the students, the district, and the community of Davidson County, Tennessee law authorizes consideration of “substantial negative fiscal impact” in decisions to deny charter applications (TCA §49-13-108 (b)). “The local board of education may consider whether the establishment of the charter school will have a substantial negative fiscal impact on the LEA such that authorization of the charter school would be contrary to the best interests of the pupils, school district or community.”

In order to assist the MNPS Board of Education consideration of “substantial negative fiscal impact”, the Office of Innovation will make its presentation of the work of the review teams to the Board in the following manner:

- Schools which do not meet or exceed quality thresholds will be recommended for denial on objective grounds, and those grounds will be provided to the Board for its consideration in approving or rejecting those recommendations.
- Administration will continue to articulate the per school fiscal impact of all new schools proposed so the Board may consider the possibility that new schools, if approved, would carry substantial, negative fiscal impact (be unaffordable).
- Administration will rank order applications not recommended for denial according to the priorities articulated in this guidance (academic performance, overcrowding, diversity, conversion, and location context) so that Board members may take potential approvals one-by-one in descending order of need and determine, as a Board, the threshold beyond which further approval constitutes substantial negative fiscal impact.

Background

MNPS is the 42nd largest urban school district in the nation. The consolidated city-county district covers Nashville and Davidson County, an area of about 525 square miles.

MNPS is a vast and diverse school system, serving students from more than 80 different countries, speaking more than 70 different languages. MNPS has evolved into one of the most racially, ethnically, socio-economically diverse school districts in the country. The district is comprised of 153 schools, including 172 elementary schools, 34 middle schools, 21 high schools, 3 alternative schools, 4 special education schools and over 20 charter schools. MNPS is also proud to have the region's first Big Picture High School, as well as 12 high schools implementing theme-based Academies and a Middle College High School that offers dual high school and college enrollment.

The school district is led by a nine-member elected Board and its appointed Director of Schools. The Board provides leadership and policy direction to MNPS. Funds for the system's operation are approved and provided by the Metropolitan Nashville City Council, as the Board has no taxing authority. Based on a solid foundation of excellence, MNPS has taken public education into the 21st Century with zeal, integrity, creativity, and with growing support and collaboration of the community.

MNPS seeks proposals for new schools that will assist the Board in meeting its goals, address the challenges of rapid student enrollment growth, improve academic achievement, and advance the goals of the District's Diversity Management Plan (Appendix B)

MNPS issues this application guidance for applicants who are committed to advancing the best interests of the students of Davidson County and expanding the accessible opportunities for academic excellence and diversity available to families and students. Decisions regarding location, facility plans, and transportation plans represent formal commitments that will be evaluated for their ability to contribute to the clear and ambitious goals set by the MNPS Board of Education.

All applications will be evaluated according to quality of the educational plan, financial management and business plan, operational plan and overall capacity in order to determine whether the sponsoring organization demonstrates clear evidence of its ability to deliver high quality educational opportunities and build a sustainable institution capable of serving students as outlined in its application. Applicants who demonstrate this strong capacity for success will also be evaluated on their ability to advance the best interests of Nashville as identified by the MNPS Board of Education.

The Tennessee Charter School law provides that districts may authorize charters that are in the “best interests of the pupils, school district or community”, TCA §49-13-108.

MNPS issues this annual guidance for applicants in order to clarify and define what the MNPS strategic vision seeks to advance. Our vision is that **Metropolitan Nashville Public Schools will provide every student with the foundation of knowledge, skills, and character necessary to excel in higher education, work and life. We embrace and value a diverse student population and community. Different perspectives and backgrounds form the cornerstone of our strong public education system.**

Requirements for Charter School Applicants

Letter of Intent

Applicants are required to submit a letter of intent (LOI) to both MNPS and the State of Tennessee 60 days prior to submitting a completed application on April 1. The deadline for the 2015 application review cycle is February 2, 2015. Only those applicants submitting a complete letter of intent on or before February 2, 2015 will be eligible to submit full proposals for the 2015 application cycle. **(see Appendix H or the state website for details concerning what is to be included in the LOI).**

Application Logistics

The proposal must follow the Charter School Application as found on the State of Tennessee website, or in **Appendix D** (these are the same documents).

Full application proposals are due on or before Wednesday, April 1, 2015 by no later than 4:30 p.m. CT. MNPS will not accept any proposals received after this date and time. Late or incomplete applications will be returned at the applicant's expense or destroyed after 30 days. Applications must be accompanied by a \$500.00 application fee made out to the Metropolitan Nashville Public Schools. In the event an application is insufficient and returned to the applicant without review, the fee will be returned.

- Each application must include a section corresponding to each set of questions on the application. Full proposals should include a table of contents noting the page number on which each section and each appendix begins.
- Applicant must submit one electronic (pdf) and five (5) hard copies of the application. The electronic copy is considered the master copy in the event of discrepancies, and may be submitted through e-mail, flash drive, CD or Drop Box. E-mailed proposals should be submitted to Carol Swann at Carol.Swann@mnps.org. Hard copies should be submitted to Carol Swann at this address:

**Carol Swann
Metropolitan Nashville Board of Public Education
Office of Innovation, Suite C404
2601 Bransford Avenue
Nashville, TN 37204**

- Applicants should copy each question as posed on the application at the beginning of each section, and sub-sections should be clearly referenced in the answers the questions may be in smaller font if preferred to save space. Each section, sub-section and appendix should be tabbed and labeled for ease of reading by the reviewers.
- Applications must be typed with at least 1-inch page margins and no

smaller than 11 point font, either Ariel or Times New Roman.

- Applications must not exceed 250 pages including appendices, but excluding the budget document and the diversity plan.
- Pages should be numbered consecutively.
- Appendix items should be clearly labeled at the top and bottom of the page citing the title of the appendix and the section of the proposal to which it corresponds.
- Applicant must be a 501(c)(3) non-profit, or submit evidence that they have applied for such status as per Tennessee Charter Law.
- Each governing body resume should be labeled with the individual's affiliation with the proposed school (e.g. design team, founding Board member, treasurer, etc.)
- If a specific question does not apply to the proposed school, please respond "Not Applicable" , with a rationale included that answers why that particular question does not apply to your organization.
- Spell out all acronyms the first time they are mentioned in the application.
- Do not assume that reviewers are familiar with all of the organizations, programs, service providers, curricula, vendors, etc., referenced in your application. Please provide descriptions either in the text or in a footnote.
- When citing research studies, or articles, please include full citations in a footnote or separate reference section.

Proposals will be checked for completeness to ensure all components of the application have been thoroughly addressed and all required attachments have been provided.

Applications missing components or required attachments may not be considered for further review.

The following constitutes a complete submission:

- All required questions in the state charter application have been addressed
- All attachments have been provided
- Required financial documents have been attached
- Diversity Plan is included
- Required formatting as described in this application guidance has been followed
- Required application fee is attached
- Required number of copies have been submitted

Phase I Capacity Review

The capacity review consists of a paper review and evaluation by a trained review team and an interview with the prospective applicant and their proposed governing board. A deliberative consensus assessment by the review team takes place in each of the following categories :

- Education Plan Capacity
- Operational Plan Capacity
- Financial/Business Plan Capacity
- Evidence of overall capacity to open and sustain a high quality learning environment that offers opportunities to all students

An evaluation team made up of reviewers with expertise both internal to MNPS and external stakeholders will be appointed to review the applications. The review team will utilize transparent evaluation criteria, which is outlined in the scoring rubric (**Appendix E**) and which applicants may access while preparing their proposals. These criteria target the attributes that have been shown as key indicators of success for new schools.

Replication

Charter operators who have currently operating schools either within MNPS or elsewhere will also fill out the replication application (**Appendix F**). Replicators with schools already operating within MNPS will be evaluated based on their current and historical performance on the academic, operational and financial performance frameworks (**Appendix G**). Replicators whose performance on the Academic Performance Framework (APF) is not in the Excelling or Achieving categories will not be considered for additional schools.

Proposals submitted from national charter organizations currently managing schools outside of Nashville must demonstrate a strong track record of driving academic gains with similar student populations, as well as display sound fiscal policies and a financially sound plan for network growth that accounts for MNPS demographics, both current and projected.

Capacity Interviews

Applicants whose proposals are complete will be invited to participate in interviews with the the evaluation team reviewing their proposal. These interviews are not a guarantee of authorization, but rather a chance for reviewers to gather clarifying information in order to support a final recommendation to the Office of Innovation for approval or denial of the proposal.

Applications rated as meeting or exceeding the standard in each of the categories above will advance to Phase II. Those applications not rated as meeting standard in one or more categories will be recommended to the MNPS Board of Public Education for denial and will not advance to Phase II. **Strength in one area of the application does**

not negate weaknesses in other areas. Every area (Education Plan, Operational Plan, Financial Plan, and Evidence of Capacity) must meet or exceed standard to be recommended for the next phase.

Phase II Absolute Priorities

All applications meeting the Phase I criteria for approval must meet the absolute priorities of Academic Performance and Diversity Management criteria in order to advance the best interests of the student, district, and community of Nashville-Davidson County. The specific criteria for each of these priorities are as follows:

Academic Performance Benchmarks

- New school will increase the number of Achieving or Excelling schools on an annual and three-year rolling basis
- New school will serve students not currently served in Achieving or Excelling schools
- New school will establish annual performance targets and benchmarks aligned with the Academic Performance Framework (**Appendix G**).

Diversity Management

MNPS views school performance and diversity as critical indicators of success flowing from its vision. All applicants must develop diversity plans that are consistent with the goals and measures of the District's plan, and applications will be reviewed for the quality of the overall plan as well as the impact of the plan on District diversity strategy (See Appendix C). The plan should show:

- New school will meet diversity definitions in the MNPS Diversity Management Strategy
- New school will adopt a Diversity plan supportive of and similar in kind to the MNPS Diversity Strategy
- New school will not reduce the number of diverse schools (district-run or charter) currently operating in Nashville.

Applications which successfully address these two priorities will produce Academic Performance Benchmarks and Targets that will shape one section of the performance contract established for the new school if it is ultimately recommended for approval and approved by the MNPS Board of Public Education. **Applications which do not meet both absolute priorities will not move to Phase III and will be recommended for denial to the Metropolitan Nashville Board of Public Education.**

Phase III Articulated Priorities

Successful applications will serve one or more of the articulated priorities as defined by MNPS in the RFP (Appendix A) that accompanies this application guidance. For the 2015 application cycle, the MNPS Articulated Priorities are:

- ***Performance Gaps and Management Conversion***
- ***Growth/Demand***

In order to assess the degree to which the proposed schools plan to serve one or more of the articulated priorities, applicants will be asked to respond to criteria associated with each priority and directing reviewers to the sections of their capacity plans including but not limited to detailed transportation plans, student recruitment plans, community engagement and communication plans, and facility plans.

Performance Gaps and Management Conversion

Successful applicants will display both a proven model for ensuring academic progress and building productive school culture and a comprehensive plan for engaging stakeholders anew in the transformation effort. MNPS seeks a partnership organization with the capacity, collaboration, and communication necessary to bring about rapid change in our persistently struggling schools. Management Conversion applications are judged competitively and the applicants carry a heavy burden of proof. Each operator will be evaluated based on specific strategies for implementation, and based on successful participation in community forums and/or public hearings seeking community input and support.

Management conversion of existing MNPS schools with three-year academic performance statuses of Target is a top priority for MNPS. Applicants who apply should submit plans for conversion that serve all students residing in the current target school zones while also addressing transition plans, costs, and the possibility that students might be served in addition to the students guaranteed admission by virtue of their residence in the school's current zone. Successful applications for management conversion will include the following:

- *New school will serve all students residing in the current school zone of an MNPS school with a three year status of Target on the Academic Performance Framework (APF) as of fall, 2015.*
- *Sponsor organization offers experience and planning demonstrating expertise in school turnaround and building schools with readiness to teach, readiness to learn and readiness to act (see Appendix A – RFP for further description).*
- *New school proposal addresses transition challenges and costs associated with serving all students who reside in the current school zone of an MNPS school with a three-year status of Target on the Academic Performance Framework (APF).*
- *The three year period for determining the three-year status for district managed schools begins when new leadership or a new transformation plan is established. For charters, the three-year status commences with the first year of operation under contract with MNPS.*
- *MNPS will provide notice regarding schools whose three-year status risks falling into*

target status the next year. Applicants should consider this list in gathering characteristics for its proposal, but specific matching of conversion proposals with schools in target status will not occur prior to October of the year preceding opening

- New school will recruit, retain, locate, and offer transportation plans that will add unique and/or new options for access to high quality educational opportunities*
- New school will expand quality educational options for families who are unable to access similar options at present*

Growth/Demand

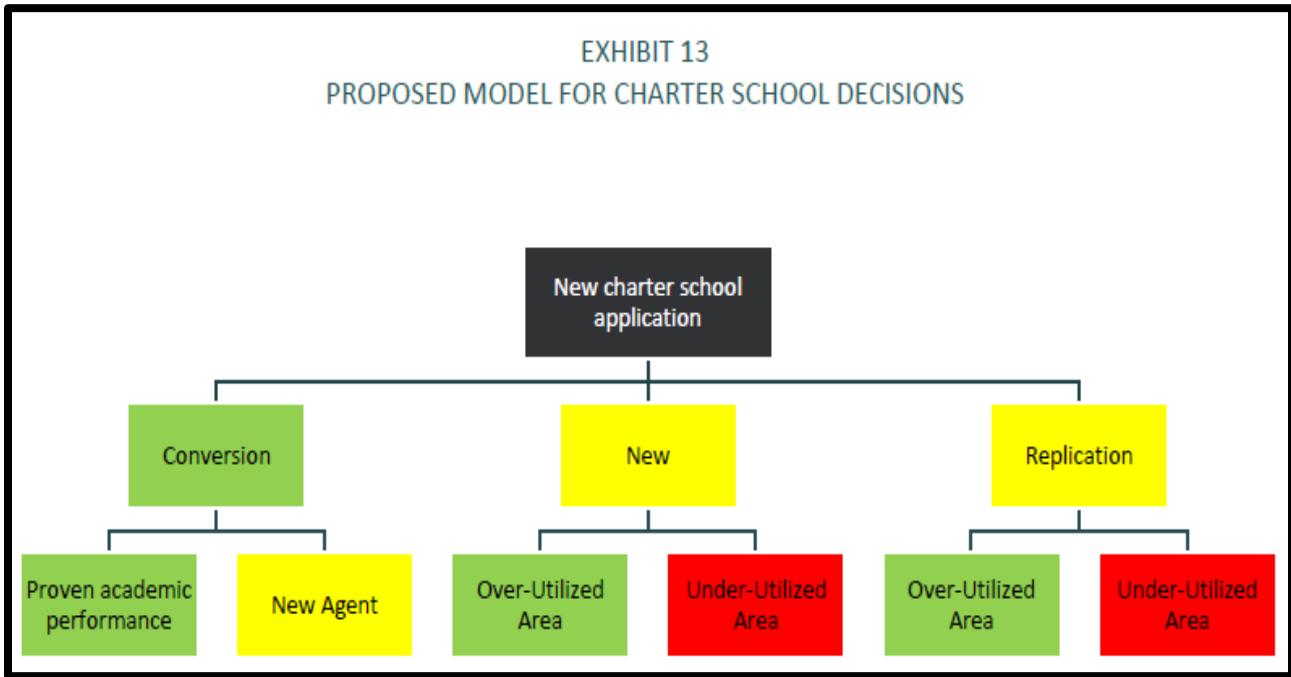
MNPS seeks to open new schools in communities that are experiencing overcrowding. Overcrowded communities across the city have wide-ranging educational needs, community assets, and student populations. When proposing a community in which to locate a new school, potential operators should provide detailed and thoughtful explanations of how their proposed school will meet the unique needs of that particular community and student population.

Successful applications for growth and demand will include the following:

- New school will assist in serving students currently attending schools that are overcrowded or likely to become overcrowded*
- New school will offer opportunities to serve students at schools with enrollments that are rapidly declining or below a reasonable threshold*
- New school will expand district capacity to respond to population growth consistent with its goals for academic excellence and diversity*
- New school will recruit, retain, locate and offer transportation plans that will add unique and/or new options for access to educational opportunities*
- New school will expand opportunities for families who are unable to access similar options at present*

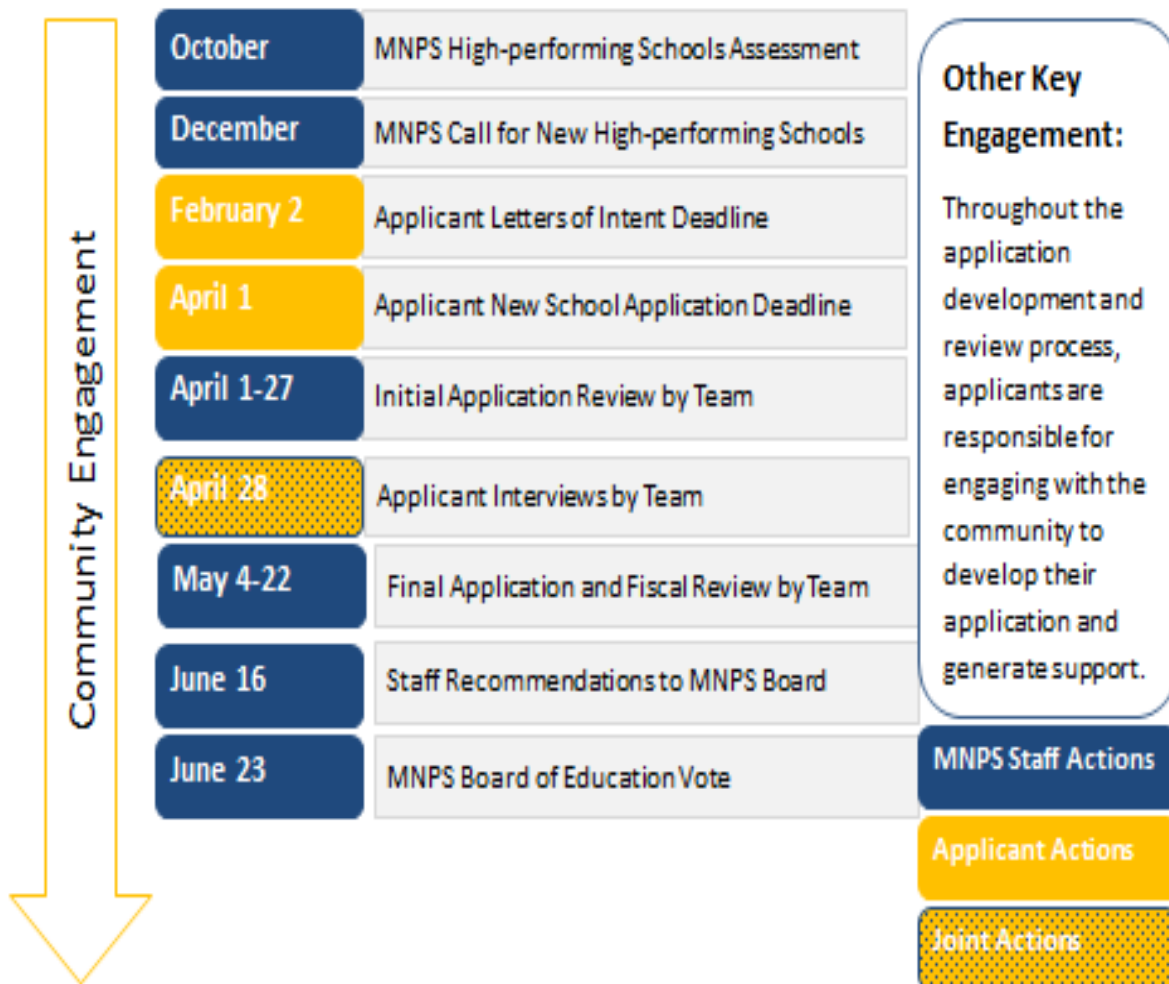
Phase IV Weighing Competing Interests

In 2014, the MNPS Board of Public Education commissioned the development of a framework for considering the potential fiscal impact of new school investments. The report, entitled Charter School Financial Impact Model: Final Report September 11, 2014, includes a simple framework for considering the relative benefits of different kinds of school investments in MNPS.



The proposed model supports consolidation rather than new school investment in under-utilized areas (shown in red), encourages new school investment in management conversion, proven high-performing operators, and areas where overutilization is common (shown in green). Investment in new schools operated by new agents (shown in yellow) requires the Board to exercise discretion after a thorough review of the quality and potential success of the organization.

Timeline for the 2014-15 MNPS New Schools Process



To: Members of Nashville Board of Education
From: Fred Carr and Spencer Taylor
Date: February 4, 2015
Subject : School's Health Ratings

We are pleased to report that the following schools have scored a 100 on their Health Inspections first semester. This is an exceptional record and we appreciate the Managers and Staff members at these schools for making it happen.

MARGARET ALLEN MIDDLE	H.G HILL MIDDLE SCHOOL
AMQUI ELEMENTARY	HILLWOOD HIGH
ANTIOCH MIDDLE SCHOOL	HUME FOGG MAGNET
BAILEY MIDDLE SCHOOL	HULL JACKSON MONT.
JERE BAXTER MIDDLE	INGLEWOOD ELEMENTARY
BELLVEVUE MIDDLE	JOELTON ELEMENTARY
BELLSHIRE SCHOOL	A.Z KELLEY ELEMENTARY
BIG PICTURE HIGH	KIPP NASHVILLE
COHN ALT	KIRKPATRICK
CANE RIDGE ELEMENTARY	LITTON MIDDLE SCHOOL
CARTER-LAWRENCE ELEMENTARY	LOCKELAND MIDDLE
CASA AZAFRAN	MCKISSACK MIDDLE
CHARLOTTE PARK ELEMENTARY	MCMURRAY MIDDLE
COCKRILL ELEMENTARY	MADISON MIDDLE
COLE ELEMENTARY	MEIGS MAGNET MIDDLE
HATTIE COTTON ELEMENTARY	J.T MOORE MIDDLE
CRIEVE HALL ELEMENTARY	THOMAS EDISON
NEW DODSON ELEMENTARY	NAPIER ELEMENTARY
DONELSON MIDDLE	NEELY'S BEND MIDDLE
DUPONT MIDDLE HADLEY.	PARAGON MILLS ELEMENTARY
DUPONT TYLER MIDDLE	PEARL COHN ELEMENTARY
JOHN EARLY MONT.	PENNINGTON ELEMENTARY
EAST LIT MAGNET	ROSS SCHOOL
GATEWAY ELEMENTARY	SCHWAB ELEMENTARY
GLENCLIFF ELEMENTARY	STANTFORD MONT.
GLENDALE ELEMENTARY	STRATFORD COMP. HIGH
GLENN ELEMENTARY	TAYLOR STRATTON ELEMENTARY
GOODLETTSVILLE MIDDLE	SYLVAN PARK SCHOOL
GOWER ELEMENTARY	TWO RIVERS MIDDLE
GRANBERRY LEMENTARY	UNA ELEMENTARY
ALEX GREEN ELEMENTARY	WEST END MIDDLE
JULIA GREEN	WESTMEADE ELEMENTARY
HARPETH VALLEY SCHOOL	W.A BASS LEARNING CENTER
HAYNES MIDDLE SCHOOL	ROBERT CHURCHWELL
HAYWOOD ELEMENTARY	WHITES CREEK
HEAD MAGNET MIDDLE	WHITSITT ELEMENTARY
HERMITAGE ELEMENTARY	
HICKMAN ELEMENTARY	