



**NEW JERSEY
PUBLIC CHARTER
SCHOOLS
ASSOCIATION**

New Jersey Public Charter School Association
(NJPCSA) Charter School Program (CSP) Request for
Application (RFA)

“NJPCSA Competitive Subgrant Application 2021”

RFA Number: RFA2021001

Applications Due By:
March 31, 2021, 5:00 PM EST

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Grant Information

A. Background and Purpose of the Grant

Under the FY 2020 Charter Schools Program (CSP) State Entities Competition, the U.S. Department of Education (Department) awarded grants to eight states. Authorized under the Every Student Succeeds Act (ESSA) (20 U.S.C. 7221-7221j), the CSP State Entities Program is a competitive grant program that enables State entities to award subgrants to eligible applicants in their State. The program’s purpose is to “expand opportunities for all students, particularly traditionally underserved students, to attend charter schools and meet challenging State academic standards; provide financial assistance for the planning, program design, and initial implementation of public charter schools; increase the number of high-quality charter schools available to students across the United States; evaluate the impact of charter schools on student achievement, families, and communities; share best practices between charter schools and other public schools; encourage States to provide facilities support to charter schools; and support efforts to strengthen the charter school authorizing process.”

On September 30, 2020, the New Jersey Public Charter Schools Association (NJPCSA) was awarded a competitive five-year CSP grant to administer a subgrant program that will pursue the following two overarching objectives:

- (1) Increase the number of high-quality charter schools statewide; and
- (2) Increase the overall quality of NJ’s charter school sector.

CSP grants awarded by NJPCSA through its New Jersey CSP Grant program are federally funded under the US Department of Education CSP State Entities Grant (CFDA number 84.282A) and are subject to the availability of funds through the CSP. Additional federal guidance and related documents are available at the Office of Elementary and Secondary Education webpage for [“Expanding Opportunities through Quality Charter School Programs \(CSP\) Grants to State Entities.”](#)

In carrying out these objectives, New Jersey Public Charter Schools Association will provide subgrants to qualified charter school developers to provide financial support for the initial implementation of opening, expanding, or replicating a public charter school.

B. Key Information and Dates

In the key information and dates Table 1, potential applicants can find a summary of information to help prepare a subgrant application. Please do not hesitate to contact NJPCSA at csp@njcharters.org with any questions you may have during about the CSP grant process.

Table 1. Key Information and Dates

Activity	Information
Request for Applications Title	NJPCSA Competitive Subgrant Application 2021
RFA Number	RFA2021001
RFA Issuing Office	New Jersey Public Charter School Association
Contract Administrator	Olivia Tremble, csp@njcharters.org
Proposal Submission Portal	Survey Monkey Apply
Subgrant Application Available	February 24, 2021

Activity	Information
Application Package	https://njpcsasmapply.io/prog/
Pre-Proposal Support Webinar	March 1 at 3:30 PM EST
CSP Budget Support Webinar	March 18 at 3:30 PM EST
Subgrant Application Due	March 31, 2021 by 5:00 PM EST
Interviews	May 12 th and 13 th
Subgrant Awards Announced	By May 26, 2021

C. Size and Duration of Subgrants

NJPCSA may award subgrants to new charter schools, replicating charter schools and schools that are expanding for a period of up to 42 months inclusive of planning and implementation periods. The **planning period** may be no longer than 18 months. The **implementation period** may be no longer than 24 months. Through a competitive process, all subgrantees will be eligible to be awarded up to \$1,500,000. The base award is up to \$1,000,000. Subgrantees are eligible to be awarded up to two additional \$250,000 escalators based on satisfaction of absolute and proportional enrollment targets set forth in Table 2.

Table 2. Subgrant Award Amount Breakdown

Target	Amount	Timing
Base Award	Up to \$1,000,000	Upon approval of application
School is located in a QOZ or draws at least 40% of its student population from neighboring QOZ	\$250,000	After first verified October enrollment count
At least 60% of School's students are economically disadvantaged* and at least 70% of a school's students are Black or Hispanic	\$250,000	After first verified October enrollment count

*Low-income students are students eligible for free or reduced lunch, identified as "economically disadvantaged."

D. Eligibility

To be eligible to receive an award, applicants must meet the following requirements:

1. Meet the federal definition of a charter school
2. Meet the federal definition of a developer
3. Developers that have received authorization from the New Jersey Department of Education (NJDOE), the authorized public chartering agency, to open, expand, or replicate a high-quality charter school
4. Have provided adequate and timely notification to that authority that the school is applying to the NJPCSA Charter Schools Program subgrant
5. Completed a Board Chair signed Statement of Assurances
6. Replications and expansions meet the federal definition of a "high-quality charter school" as described under ESEA § 4310 (8).
7. Applicants must not have received a subgrant under this program for a 5-year period unless it can prove 3 years of improved educational results for enrolled students as

specified under ESEA § 4303. (2) SUBGRANTS. An eligible applicant may not receive more than 1 subgrant under this section for each individual charter school for a 5-year period, unless the eligible applicant demonstrates to the State Entity that such individual charter school has at least 3 years of improved educational results for students enrolled in such charter school with respect to the elements described in subparagraphs (A) and (D) of section 4310(8).

E. Definitions

1. CHARTER SCHOOL. ESEA § 4310 (2) –The term “charter school” means a public school that, in accordance with a specific State statute authorizing the granting of charters to schools, is exempt from significant State or local rules that inhibit the flexible operation and management of public schools, but not from any rules relating to the other requirements of this paragraph;
 - a. Is created by a developer as a public school, or is adapted by a developer from an existing public school, and is operated under public supervision and direction;
 - b. Operates in pursuit of a specific set of educational objectives determined by the school’s developer and agreed to by the authorized public chartering agency;
 - c. Provides a program of elementary or secondary education, or both;
 - d. Is nonsectarian in its programs, admissions policies, employment practices, and all other operations, and is not affiliated with a sectarian school or religious institution;
 - e. Does not charge tuition;
 - f. Complies with the Age Discrimination Act of 1975, title VI of the Civil Rights Act of 1964, title IX of the Education Amendments of 1972, section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), section 444 of the General Education Provisions Act (20 U.S.C. 1232g) (commonly referred to as the “Family Educational Rights and Privacy Act of 1974”), and part B of the Individuals with Disabilities Education Act;
 - g. Is a school to which parents choose to send their children, and that:
 - i. admits students on the basis of a lottery, consistent with section 4303(c)(3)(A), if more students apply for admission than can be accommodated; or
 - ii. In the case of a school that has an affiliated charter school (such as a school that is part of the same network of schools), automatically enrolls students who are enrolled in the immediate prior grade level of the affiliated charter school and, for any additional student openings or student openings created through regular attrition in student enrollment in the affiliated charter school and the enrolling school, admits students on the basis of a lottery as described in clause (i);
 - h. Agrees to comply with the same Federal and State audit requirements as do other elementary schools and secondary schools in the State, unless such State audit requirements are waived by the State;
 - i. Meets all applicable Federal, State, and local health and safety requirements;
 - j. Operates in accordance with State law;
 - k. Has a written performance contract with the authorized public chartering agency in the State that includes a description of how student performance will be measured in charter schools pursuant to State assessments that are required of other schools and pursuant to any other assessments mutually agreeable to the authorized public chartering agency and the charter school; and
 - l. May serve students in early childhood education programs or postsecondary students.
2. DEVELOPER. ESEA § 4310 (5)- The term “developer” means an individual or group of individuals (including a public or private nonprofit organization), which may include

teachers, administrators and other school staff, parents, or other members of the local community in which a charter school project will be carried out.

3. EXPAND. ESEA § 4310 (7) - The term “expand”, when used with respect to a high-quality charter school, means to significantly increase enrollment or add one or more grades to the high-quality charter school.
4. REPLICATE. ESEA § 4310 (9) - The term “replicate”, when used with respect to a high-quality charter school, means to open a new charter school, or a new campus of a high-quality charter school, based on the educational model of an existing high quality charter school, under an existing charter or an additional charter, if permitted or required by State law.
5. HIGH-QUALITY CHARTER SCHOOL. ESEA § 4310 (8) - The term “high-quality charter school” means a charter school that—
 - a. shows evidence of strong academic results, which may include strong student academic growth, as determined by a State;
 - b. has no significant issues in the areas of student safety, financial and operational management, or statutory or regulatory compliance;
 - c. has demonstrated success in significantly increasing student academic achievement, including graduation rates where applicable, for all students served by the charter school; and
 - d. has demonstrated success in increasing student academic achievement, including graduation rates where applicable, for each of the subgroups of students, as defined in section 1111(c)(2), except that such demonstration is not required in a case in which the number of students in a group is insufficient to yield statistically reliable information or the results would reveal personally identifiable information about an individual student.

F. Permissible Activities

All requested budget items must be reasonable, necessary, allowable, and allocable as defined in the Office of Management and Budget’s Uniform Guidance (2 C.F.R. Part 200). All costs must be justified for the specific purposes of this CSP subgrant, necessary to complete grant objectives, supported with justification for reimbursement, and aligned with state and federal law. Required justification may require upfront planning and tracking and should be addressed prior to spending any approved funds.

Federal non-regulatory guidance indicates “If the charter school can show that the state or local funds it has received are necessary to meet expenses other than the one at issue, then the charter school has met its burden of showing that the “other initial operations costs” cannot be met from state or local sources and, therefore, is allowable under the CSP grant.” Costs incurred must be one-time in nature, obligated during the grant project period, correlated to a grant objective, and may not include ongoing operational costs.

An applicant receiving a subgrant under this program may use the subgrant funds only for allowable activities as defined in the ESSA Section 4303(h):

1. Preparing teachers, school leaders, and specialized instructional support personnel, including through paying the costs associated with—
 - a. providing professional development; and
 - b. hiring and compensating, during the eligible applicant’s planning period specified in the application for subgrant funds, that is required under this section one or more of the following:
 - i. Teachers.
 - ii. School leaders.
 - iii. Specialized instructional support personnel.

2. Acquiring supplies, training, equipment (including technology), and educational materials (including developing and acquiring instructional materials).
3. Carrying out necessary renovations to ensure that a new school building complies with applicable statutes and regulations, and minor facilities repairs (excluding construction).
4. Providing one-time, startup costs associated with providing transportation to students to and from the charter school.
5. Carrying out community engagement activities, which may include paying the cost of student and staff recruitment.
6. Providing for other appropriate, non-sustained costs related to the activities described in this RFA when such costs cannot be met from other sources.

Unallowable Costs include:

1. Facility construction, renovation or other or capital improvement costs, except as described above in the allowable activities section.
2. Any recurring costs, such as lease payments, or utilities incurred after the first 18 months of the award.
3. Utilities and other facility operating expenses on or after the first day of school.
4. Grant oversight expenses.
5. Non-educational/non-informative promotional/novelty items for advertising, events, or recruiting.
6. Gift certificates, alcoholic beverages, school apparel for staff or students, fines and penalties, lobbying. Student activities.
7. Professional dues or memberships.
8. Employee hiring/recruitment expenses such as a placement firm or travel for prospective employees.
9. Salaries or related fringe benefits after the school opens for essential staff such as the school principal, financial manager, etc. There are situations in which other salaries may be covered.
10. Costs of continuing education credits for professional development coursework.
11. Out-of-state travel, unless it can be demonstrated that the goal of the travel is directly related to startup activity and cannot be accomplished in-state (no out-of-country travel is permitted).
12. Expenses outside the scope of the school's charter or K-12 education; i.e., before/after school programs and preschool, activities related to the non-profit organization but not the charter school, etc.
13. Funding cannot be redirected for other uses (e.g., traditional public schools that are not charters).

This list is not inclusive but is presented to show typical items that cannot be covered with grant funds.

Additional resources for federal guidance pertaining to allowable costs under the CSP program are shown below:

- [Uniform Guidance](#)
- [CSP ESSA Flexibilities FAQ document](#)

G. Application Submission Instructions

Submit the application according to the timeline in Table 1. Applicants will receive access to the application package from the link in Table 1.

1. NJPCSA will provide a pre-application technical assistance webinar for prospective applicants which will be recorded and available for viewing. This webinar will be held on

March 1, 2021 at 3:30pm EST. All applicants are encouraged to attend. See Table 1 above for dates and times.

- All narrative and cover sheet answers must be submitted in the application portal outlined in Table 1. Attachments uploaded must be standard letter size, 8½ x 11" using 12-point font in Times New Roman, single-spaced, one-inch margins. Applicants should be succinct in their responses.

H. Application Processing, and Scoring

- Subgrant applications are reviewed and scored by three members of a Peer Review Committee composed of national experts in charter school operation, authorization, law, governance, and parent engagement. To receive a subgrant, applicants must (a) earn at least 75% of the available points on the scoring rubric; and (b) be among the most highly rated applicants during a subgrant cycle given the finite number of awards NJPCSA expects to make. Criteria for each question and the scoring rubric is available in the application package.
- Each section of the application identifies the elements that must be present. Table 4 shows the points possible for each section and type of application. There are two types of points: base and competitive preference. For new schools, applicants must earn a total score of at least 68 to meet minimum eligibility requirements. Replicators and expanders must earn a total score of at least 75 points to meet minimum eligibility requirements.

Table 4. Points Possible on Application

Application Point Breakdown	
Elements	Base Points Possible
1. Plan for Serving Student Needs	42
1.1. Educational Model	12
1.2. Access & Equity	12
1.3. Human Capital System	18
2. Responsiveness to Community Need	20
2.1. Demonstration of Need	10
2.2. Family & Community Engagement	10
3. Financial Plan	24
3.1. Management Plan	12
3.2. Sustainability Plan	12
4. Performance Track Record (Replicator and Expander Only)	14
4.1. Disaggregated student performance data	14
5. Competitive Preference Priorities (CPP)	CPP Points Possible 5
5.1. Educating at-risk student populations	Up to 3
5.2. Providing services to high school students	0 or 1
5.3. Providing services to rural communities	0 or 1
Total Points Possible New Charters (Base 86 + Competitive Preference 5)	92
Total Points Possible Replicators and Expanders (Base 100 + Competitive Preference 5)	105

I. Technical Assistance, Evaluation, Reporting

Subgrantees are required to attend technical assistance sessions and participate in designated activities for the grant award and during the grant period. The sessions are tailored to the needs of each school and designed to enhance each school's ability to fulfill its mission and satisfy the objectives of the NJPCSA grant program.

1. The NJ CSP team will host mandatory grant management webinars for subgrant recipients after award announcements. Grant funds will be available soon after completion of mandatory grant management webinars with an eligible expenditure date as early as April 1, 2021.
2. All sub-recipients applying for an **expansion** or **replication** grant will be **REQUIRED** to participate in an organizational assessment and strategic plan during the initial 12-months of the grant. This requirement will provide a foundation for establishing priorities and for future monitoring activities. This activity must be funded out of the year one budget. (See budget instructions for details).
3. Technical assistance for subgrantees will include capacity-building activities focused on both grant management and school operation. The NJ CSP team will target training to subgrantees needs as stated in their subgrant applications, identified in the organizational assessment and strategic planning, and as observed during routine and enhanced monitoring. Potential technical assistance areas include:
 - a. Meeting the needs of all students, particularly those in designated ESSA subgroups and those in danger of disengaging from school;
 - b. Student recruitment and retention, including strategies to promote inclusion;
 - c. Participation in federal programs and receipt of federal funds;
 - d. Replication and expansion;
 - e. Instructional leadership and school operation;
 - f. Promoting implementation of equity and inclusive practices, strengthening overall school culture, and improving learning environments for students and teaching climates for educators;
 - g. Meeting educational needs of students with disabilities;
 - h. And maximizing the flexibility provided under law.
4. Dissemination of best practice strengthens the NJ CSP subgrantees. As such, subgrantees agree to make a good faith effort to participate in all reasonable requests by NJPCSA to share and disseminate best practices. Such participation may include posting resources online via the NJPCSA website, serving on discussion panels or providing informational sessions at a convening, and more.
5. Monitoring from the NJ CSP technical assistance (TA) team will be ongoing throughout the grant period and grantees agree to fully participate in and support these necessary activities.
 - a. Desk monitoring and scheduled on-site visitations will occur to ensure subgrantees are meeting benchmark goals. Further, the NJ CSP technical assistance team will be responsible for evaluating subgrantees to ensure that they adhere to federal rules and regulations.
 - b. The NJ CSP team will conduct at least quarterly reviews, which will include a full review of all available data concerning academic, operational, and fiscal performance. An annual site visit and attendance at board of trustees meeting will also be conducted.
 - c. Additional monitoring activities to be performed by the NJ CSP team include:
 - i. Collect, review, and approve each CSP subgrant budget;

- ii. Review subgrantee spending reports and compile a running report of all CSP expenditures;
 - iii. Conduct at least quarterly fiscal and programmatic Desk Reviews;
 - iv. Monitor for timely drawdown of subgrant funds and compliance concerning allowable uses of funding;
 - v. Provide input and review materials prior to submission for all authorizer hearings concerning finance;
 - vi. Receive and review budget revisions as requested, along with other duties.
- d. The NJ CSP team will also implement a plan and procedure to identify and notify subgrantees of compliance issues related to their CSP subgrant in order to impose any necessary conditions and corrective actions in a timely fashion, and to tailor technical assistance to the specific needs of subgrantees.
- e. Table 5 provides an overview of the standard monitoring and reporting activities conducted by the NJ CSP team during each respective phase of a subgrant. When higher risk events within the charter school are identified, frequency of monitoring activities will increase:

Table 5. Monitoring and Reporting Activities Schedule

Subgrant Phase	Monitoring Activities	Frequency
(Initial 12 months)	Organizational Assessment & Strategic Planning	One-Time
Planning Phase (Up to 18 months)	Technical assistance sessions	As needed
	Desk review fiscal and programmatic Expenditures and reimbursements	Quarterly
	Attendance of board meeting	Monthly/Quarterly
	Implementation site visit	Minimum twice
	Annual performance reports	Yearly
	Verification of Federal Single Audit	Yearly
	Implementation Phase (Up to 24 months)	Technical assistance sessions
Expenditures and reimbursements		Monthly/Quarterly
Desk review fiscal and programmatic		Minimum twice
Attendance of board meeting		Minimum once
Implementation site visit		Frequency per risk
Annual performance reports		Yearly
Verification of Federal Single Audit		Yearly
Closeout	Grant final reports	At closeout

6. The privacy of student Personally Identifiable Information (PII) collected, used, shared, and stored is a priority of NJPCSA. All program evaluation data will be collected in the aggregate and will be used, shared, and stored in compliance with state and federal law.

Grant Application

Applicants must submit the following information according to the application package in Exhibit B.

J. Application Narrative

Applicants must respond to each applicable question. Some questions ask for a required attachment, which is submitted in a separate file. The application narrative is composed of five sections:

- I. School Model
- II. Responsiveness to Community Need
- III. Budget
- IV. Track Record
- V. Competitive Preference Priorities

K. Budget Narrative and Spreadsheet

Recipient must prepare a budget detailing expenditures for each year of their subgrant request. The initial budget period may begin on either April 1, 2021 or July 1, 2021 based on the applicant's needs. Please insert the specific dates for each planning and implementation period as applicable. The maximum planning period is 18 months. (i.e. April 1, 2021 - September 30, 2022 or July 1, 2021 to December 31, 2022). There is no minimum requirement for the planning period. The maximum implementation period is 24 months. The latest eligible expenditure date is December 31, 2024. Refer to the "Permissible Activities" section for more information.

Applicants are required to use the budget template provided. Please note the following recommendations and guidelines when completing the budget template:

- Complete all tabs.
- **Expense Line Item:** Provide a brief description of the item/service to be purchased. (i.e., Principal Salary, Curriculum, Computers, Etc.)
- **Calculation Formula:** Provide a brief rationale behind the proposed expense. (i.e., \$100,000 annual salary X 9 months, Math textbooks @\$100 each x 200 students, etc.)
- **Role in Achieving Grant Outcomes:** Provide a brief description as to how this expenditure will support the school in reaching the grant outcomes.
- For all **expansion** and **replication** grants, funds for the organizational assessment and strategic planning **MUST** be included in the year one budget according to the schedule below. (Note: If applicant has recently participated in a similar process, NJPCSA will review the information against the required outcomes to consider a waiver of this requirement. This information should be included in the grant application package).
 - Completed grade span of K-5 (\$60,000)
 - Completed grade span of K-8 (\$75,000)
 - Completed grade span of K-12 (\$90,000)

L. References and Additional Guidance

Additional information and guidance on budgeting, budget revision, and allowable expenses will be provided during pre-proposal conference and webinars.

Applicants should also be aware of the following relevant provisions: 2 CFR Part 200 Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards and Nonregulatory Guidance Student Support and Academic Achievement Programs.

Applicants should be aware that if you spend over \$750,000 of Federal funds in one fiscal year, you will be required to hire a CPA firm to complete a “Single Audit” of your Federal funds. See reference on [Single Audit requirements](#).

M. Required Narrative Attachments

The following attachments are required as part of the grant application package:

- Attachment 1: Organizational Chart
- Attachment 2: Enrollment Plan
- Attachment 3: NJCSP Budget Template
- Attachment 4: Replication and expansion schools must provide the 2020 March 30th annual budget submitted to NJDOE. New schools must provide the Phase II Application Budget.
- Attachment 5: NJDOE Letter of Authorization for new school opening, replication, or expansion
- Attachment 6: NJDOE Letter of Authorization approving the school’s weighted lottery process for low-income students, students with disabilities, English learners, or other at-risk populations. (If applicable)

N. Assurances

Complete Assurances attachments.

Exhibit B: Application Package



**NEW JERSEY
PUBLIC CHARTER
SCHOOLS
ASSOCIATION**

**New Jersey Public Charter School Association
Charter School Program Competitive Subgrant
Application 2021**

Application Package

NJPCSA Charter Schools Program (CSP) Subgrant Application

To be completed on NJPCSA's online portal: <https://njpcsa.smapply.io/prog/>

Section 1: Academic Model

Section 2: Student Population

Section 3: Financials

Section 4: Performance

Section 5: Competitive Preference Priorities

Program Assurances

Attachments Referenced in Application:

- **Attachment 1:** Organizational Chart
- **Attachment 2:** Enrollment Plan
- **Attachment 3:** NJCSP Budget Template
- **Attachment 4:** Replication and expansion schools must provide the 2020 March 30th annual budget submitted to NJDOE. New schools must provide the Phase II Application Budget.
- **Attachment 5:** NJDOE Letter of Authorization for new school opening, replication, or expansion
- **Attachment 6:** NJDOE Letter of Authorization approving the school's weighted lottery process for low-income students, students with disabilities, English learners, or other at-risk populations. (If applicable)

Section 1. Academic Plan

1.1 Educational Model (12 points)

- Describe the school's educational model including data or research supporting the model
- Describe the school's mission and goals and provide a brief description of the school's key design elements and critical drivers of success.
- Describe the school's student population and how the educational model utilizes the autonomies and flexibilities granted to charter schools to meet the unique needs of the school's student population.

1.1 Educational Model

The applicant describes the proposed student population inclusive of demographics and educational background. The mission statement and goals are aligned. Key design elements and critical drivers of success in executing the design are identified. Clear evidence is provided around a research-based curriculum and instructional strategy.

The applicant meets all requirements of the standard	The applicant meets the majority of the requirements of the	The applicant does not meet the majority of the	The applicant does not address the standard.
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<p>including a thorough description of the following:</p> <ul style="list-style-type: none"> • Student population inclusive of demographics and educational background • Mission statement and aligned goals. • Key design elements and critical drivers of success aligned to goals. • A research-based curriculum and instructional strategy. • The model employs autonomies and flexibilities as appropriate for its educational model 	<p>standard but lacks description and/or evidence of alignment.</p>	<p>requirements of the standard. Insufficient description to assess alignment.</p>	
12	9	5	0

1.2 Access and Equity (12 points)
<ul style="list-style-type: none"> • Describe the school’s approach to achieving or sustaining equitable access, including retention and discipline practices. Explain how the school will ensure the reduction of inequitable discipline practices. • Describe the school’s plan for student recruitment and enrollment that will provide equal access to all interested students and parents (including homeless, foster, and other educationally disadvantaged students). • Describe how the school plans to meet the transportation needs of its current and/or projected student population. • Describe the steps the school takes or will take to identify students in need of Special Education or English Learner services. • Describe the Special Educational or English Learner programs and range of services the school provides for identified students.

1.2 Access and Equity

<p>The applicant describes a comprehensive approach to achieving or sustaining equitable access, which may include practices around discipline, transportation, retention, etc. Adaptations for virtual models are described as necessary. The applicant describes a comprehensive understanding and approach to serving at-risk and special populations which includes practices around recruitment, identification, and comprehensive academic services.</p>			
<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Plan for equitable access, inclusive of transportation, discipline, and enrollment practices • Plan for identification of special populations of students • Description of infrastructure for providing services and supports to all special populations of students in alignment with the academic model 	<p>The applicant meets the majority of the requirements of the standard, but the plan lacks specificity and/or evidence.</p>	<p>The applicant does not meet the majority of the requirements of the standard and lacks specificity and/or evidence.</p>	<p>The applicant does not address the standard.</p>
12	9	5	0

1.3 Human Capital Model (18 points)

Describe the school's organizational structure and the roles and responsibilities of key personnel. Be sure to include the following in your response:

- Process and system for decision-making;
- Process and system for evaluating school leaders;
- Process and system for evaluating and coaching teachers; and
- Process and system for staff professional development.
- The administrative and contractual roles and responsibilities of any partner organizations, including charter management organizations

Describe the team's individual and collective qualifications for implementing the current and proposed school design successfully, including capacity in areas such as:

- School leadership, administration, and governance;
- Staffing, recruiting, and retention;
- Goal setting and performance management; and
- Curriculum, instruction, and assessment.

Include Attachment 1, Organizational Chart including the Board of Trustees, Lead Person, charter management organization, staff, and external partners.

1.3 Human Capital Model

The applicant demonstrates capacity for implementation of the educational model, providing a comprehensive staff recruitment, retention, and development strategy. The plan clearly articulates the roles and responsibilities for all current and proposed staff and partners. All required capacity for the implementation of the academic model, including external partner organizations and adequate board capacity, is clearly identified.

<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Plan for recruitment and retention of high-quality teachers • Plan for staff development, including evaluation, coaching and other professional development grounded in evidence 	<p>The applicant meets the majority of the requirements of the standard, but the plan lacks specificity and/or evidence. The plan includes a description of the intentional alignment to the academic model.</p>	<p>The applicant does not meet the majority of the requirements of the standard. Description of strategies lack specificity and/or alignment to the academic model.</p>	<p>The applicant does not address the standard.</p>
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<ul style="list-style-type: none"> • Partner organizations, such as the CMO, are identified and described in adequate specificity in alignment to the academic model and organizational chart to demonstrate working relationships • Leadership model for goal setting and decision-making is described • Board capacity is described 			
18	14	8	0

Section 2. Student Population

2.1 Demonstration of Community Demand (10 points)

- Describe the process and strategies for soliciting, receiving, and utilizing feedback from families and community members on the implementation and operation of the school model.
- Describe how the school model is aligned to community need, supported by evidence

2.1 Demonstration of Community Demand

<p>The applicant demonstrates soliciting, receiving, and utilizing feedback from families and community members on the implementation and operation of the school model. Specific strategies for engaging with families and community members around the school's proposed location, model, and population served are described. The school's model is grounded in feedback from families and community members and speaks to a demonstrated need in the community grounded in evidence of demand.</p>			
<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Specific strategies for receiving and utilizing feedback from families and community members • Demonstrated ties between core elements of the school model and community need • Evidence of community need is grounded in data 	<p>The applicant meets the majority of the requirements of the standard, but the plan lacks specificity and/or evidence.</p>	<p>The applicant does not meet the majority of the requirements of the standard.</p>	<p>The applicant does not address the standard.</p>
10	7	4	0

2.2 Evidence of Family and Community Engagement (10 points)

Explain how the school promotes or will promote opportunities for family and community involvement. Be sure to include:

- Specific examples and evidence of how plans have been realized (if applicable), including virtual engagement strategies as necessary; and
- Plans to improve the school's partnerships with families.

Describe the various partnerships the school has developed or will develop with educational institutions and/or community organizations. Be sure to include:

- How these relationships promote and help achieve the school's mission;
- How they align with the school's education program; and
- Plans to improve the school's partnerships with the community.

2.2 Evidence of Family and Community Engagement

The applicant demonstrates an ongoing plan—with specific strategies—for high-impact and systemic family and community engagement. Strategies of engagement are aligned to the academic model and measures of student success and demonstrate adaptations for virtual engagement as necessary.			
<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Goals for impact of family and community engagement with a comprehensive plan and specific strategies for achieving those goals • Adaptations to include virtual family and community engagement strategies as necessary 	<p>The applicant meets the majority of the requirements of the standard, but the plan lacks specificity and/or lacks adaptations for a virtual setting. The plan includes a description of the intentional alignment to the academic model and ties to student success.</p>	<p>The applicant does not meet the majority of the requirements of the standard. Description of strategies lack specificity and/or alignment to the academic model.</p>	<p>The applicant does not address the standard.</p>
10	7	4	0

Section 3. Financials

3.1 Financial Management Plan (12 points)

Explain how the school will manage subgrant funds during the term of the subgrant:

- Identify regular monitoring of actual versus projected expenses
- Identify methods for board communication and oversight on expenditures
- Identify a plan for addressing variances in a timely manner, including variances in expected enrollment
- Include a plan for timely and consistent requests for reimbursement

3.1 Financial Management Plan

The applicant demonstrates the capacity and systems for clear monitoring and oversight of the investment of all funding sources, including CSP, philanthropic, Federal, and state aid. A plan for timely financial tracking, allocation and reporting is provided and compliant with all state and federal requirements. Strong communication protocols are in place between the board, school administration and management company, if applicable, to review financial performance and plan for variances or unexpected needs.

<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Financial management practices to meet compliance requirements • Communication and reporting protocol between all applicable contributors of leadership • Protocol for timely review of financial performance and necessary planning for variances or unexpected expenditures • Demonstration of the adequate capacity for execution of all 	<p>The applicant meets the majority of the requirements of the standard, but the plan lacks specificity and/or the capacity for execution. The plan illustrates a strong understanding of financial compliance requirements for all funding sources.</p>	<p>The applicant does not meet the majority of the requirements of the standard. Description of protocols lack specificity and/or understanding of compliance requirements.</p>	<p>The applicant does not address the standard.</p>
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systems and protocols			
12	9	5	0

3.2 Plan for Financial Sustainability (12 points)

- Provide a brief description of how revenue assumptions were developed.
- Describe how the school’s projected expenditures support the education/academic model.
- Provide a reasonable and justified explanation of how the school will maintain financial sustainability after the end of the subgrant period.

For replication and expansion schools, include as Attachment 3, the school’s 2020 March 30th annual budget submitted to NJDOE. New schools should provide the Phase II Application Budget.

3.2 Plan for Financial Sustainability

The applicant demonstrates a strong evidence base for financial revenue assumptions inclusive of projected student enrollment, state allocation formulas, federal allocation formulas, and of the philanthropic donor base. Projected expenditures are aligned with the academic model. The provided budget demonstrates long-term sustainability without compromise to the proposed academic model. The applicant provides strong evidence of capacity in managing a sustainable budget (i.e., if an existing school the March 30th budget report, a non-profits operational history, and/or evidence of a strong partner).

<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Strong evidence to support all assumptions of revenue • Aligned expenditures to the academic model • Long-term plan for sustainability without compromise to the academic model • Demonstrated leadership and experience in 	<p>The applicant meets the majority of the requirements of the standard. The budget expenditures are aligned to the academic model.</p>	<p>The applicant does not meet the majority of the requirements of the standard. Proposed budget assumptions lack specificity and/or alignment to the academic model.</p>	<p>The applicant does not address the standard.</p>
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managing a sustainable budget			
12	9	5	0

Section 4. Performance

4.1. Disaggregated Student Performance Data (expansion only; 14 points)

- Describe the school's student performance data from the last three years and evidence of strong academic results, which may include strong student academic growth and graduation rates. Include information on subgroups of students including low-income students, students with disabilities, and English learners as applicable.
- Describe the impacts of the COVID pandemic on student achievement and the process for measuring student progress in lieu of state testing.

Note: Through School Lens, reviewers will have access to available disaggregated student performance data for replication and expansion schools with state assessment results in New Jersey.

4.1 Disaggregated Student Performance Data (expansion only)

The applicant provides at least 3-years of evidence of student academic achievement using NJSLA data and/or other growth assessments. Minimally, applicants show evidence of meeting state standards with additional evidence of student growth levels indicative of closing identified gaps in proficiency. Data outcome disparities between demographic groups (racial, demographics, special populations) are identified and accompanied by evidence of progress or a plan with specific benchmarks for future equitable achievement, aligned to the academic model. Additional sources of data to document awareness of academic slide attributed to the COVID pandemic and other measures of academic success in lieu of the NJSLA assessment are provided.

<p>The applicant comprehensively addresses all requirements of the standard including a thorough description of the following:</p> <ul style="list-style-type: none"> • Strong evidence to support a record of student success as measured by the NJSLA • Strong evidence to support student growth towards increased proficiency as 	<p>The applicant meets the majority of the requirements of the standard. Data disparities among various student populations are significant but are supported by a comprehensive plan for achieving equitable outcomes. Alternatively, disparities and/or overall proficiency are meeting standards, but evidence of growth is lacking.</p>	<p>The applicant does not meet the majority of the requirements of the standard. Evidence provided is less than 3-years and/or does not provide evidence of meeting state standards but does provide evidence of growth progress.</p>	<p>The applicant does not address the standard and/or does not meet the state standard nor provides evidence of growth.</p>
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<p>measured by the NJSLA (includes strong correlation data between growth tests and NJSLA performance)</p> <ul style="list-style-type: none"> • Evidence of documented student growth and progress in lieu of the NJSLA • Disparities among various student population groups are limited, clearly articulated, and supported by evidence of progress in closing achievement gaps • Demonstrated awareness and understanding of the impacts of the COVID pandemic on student achievement 			
14	10	4	0

Section 5. Competitive Preference Priorities

5.1 Educating At-risk Student Populations (up to 3 points)

- If the school implements a weighted lottery, please confirm. If applicable, describe how the school has implemented a weighted lottery to give increased chances for low-income students, students with disabilities, English learners, or other at-risk populations to get a seat. (1 point)
Include as Attachment 4, NJDOE's letter of authorization approving the school's weighted lottery process.
- Does the school's population, inclusive of enrollment projections, include 85% or more Black and Hispanic students? If yes, include evidence of previous and projected enrollment with these demographics included. (1 point)
- Does the school's population, inclusive of enrollment projections, include 70% or more Free and Reduced-Price Lunch (FRL)? If yes, include evidence of previous and projected enrollment with these demographics included. (1 point)

5.2 Providing Services to High School Students (1 point)

- Please confirm proposed grade levels served. Competitive point available if serving students in Grades 9-12.

5.3 Providing Services to Rural Communities (1 point)

- If the school serves a rural community, please confirm. Note: a rural community is defined as a community that is not included within an urban area as identified by the U.S. Census Bureau.