

School District of the City of York
Questions for Outside Providers

Priority	Question number	Question	Executive Education Schools	Response
2	107	York City has a shrinking tax base, how will each company address these issues? Please do not response with community partnerships, give detailed information with specific partners at the present time. What is the monetary investment each partnership will commit to and for what length of time?	X	EES is prepared to operate in a cost neutral fashion regardless of the financial situation in the district.
2	108	What commitment does your company have with higher education opportunities for teachers? Reimbursement amount? 80%, 100% or 0%? Be specific and use contract language.	X	N/A
2	109	Does your company pay into the teacher PA State pension fund?	X	No
2	112	Only two companies mentioned surveying parents and staff, what other ways is the information gathered? What is the typically turnaround time of information? How quickly will the action plan be put into place based off of the information?	X	We plan to be fully engaged with parents and the community through surveys, phone calls, emails, Facebook, and mass text messages.
2	131	What are the salaries and the benefit packages of your Board, executives, administrators and teachers?	X	The Board does not receive a salary or benefits. All other employees' salaries are competitive with the market rate.
2	139	What is your plan for current staff, administrators, and teachers?	X	All employees will undergo the same selection process regardless of current employment status. Current staff members are encouraged to reapply.
2	140	Will you accept the contract with a plan to return control to the school district? If so, what would be your plan and projected timeline? If not, what is your plan for maintaining control over the school district: what would be the purpose and how would your maintaining control benefit the local community?	X	No. Our model grows and strengthens in time. Our staff is continuously trained and we believe in sustaining the program from within.

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3	5	There may be a period of time when only a few of the K-8 schools will be following your model and program. How will you coordinate and cooperate with the other K-8 schools to smoothly transition students when they advance from one model to another?	X	We firmly believe in collaboration and cross school supports.
3	6	As with many inter-city low income families who may be living in stress, students frequently move from one to another neighborhood or extended family group. This may change geographic boundaries from your to another school system (building). How will you accommodate the situation? For example, will you allow students to remain in the same building for the remainder of the school year or individually tutor the student to transition into the new curriculum, model, and program.	X	Regardless of the circumstances we always provide full supports for our students.
3	7	Some of the providers, or their teaming partners, are for profit. What is the minimum profit required to be viable and what is the highest profit in the best year for an individual contract (for a school or group contract)?	X	We are non-profit.
3	8	I would like to know the financial breakdown/budget/net profit for each. If possible reaching out to a 3 or 5 year span.	X	We are non-profit.
3	103	What is the net profit of the CEO, CFO and financial manager per year?	X	We are non-profit.
3	106	How many veteran <u>teachers</u> with more than 10 years of experience are on staff?	X	N/A
3	111	Will ALL teachers need to re-apply for their job? What percentage does your company typically hire existing employees? Teacher? Administration? Support Staff?	X	Yes. We hire the best candidate for the position.

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3	113	Students and parents of York City School District deserve and desire a high quality FREE public education just as their counterparts in the county schools, what is the accountability for a profit charter program? Failure cannot be an option because our student's futures are at stake. Any company could make a proposal and operate their business for several years, but pull- out when the reality of our cities economic woes affects the bottom-line, then what? What mistakes have been learned and will be avoided with York City School District.	X	We are non-profit.
3	121	What is your anticipated annual profit margin over the course of the contract with SDCY?	X	None
3	127	For Profit Charters - It possible to include in contract language, some form of incentive clause for a profitable charter that would benefit both parties? For example, a pre-determined % of profit money given back to the district in the form of tax relief, in exchange for a contract extension? Of course they would still be required to meet all other requirements stipulated in the the recovery plan.	X	N/A
3	128	If you receive the same tax dollars, the same funding source, as the school district, what will you do differently to finance the educational, behavioral, and the artistic needs of the students?	X	All monies we receive are used to support our students.
3	129	Please present your budget and expenditure reports for the last five (5) years? If you have not been in existence, then present what are your projected figures?	X	N/A
3	130	What assets does your Charter currently own? With what funds were they acquired?	X	N/A
3	132	Have you been accused of misappropriating funds in any of the Counties or States where your Charters are located? Have you been investigated: if so by whom and with what result?	X	No.

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3	133	What will be your pool for local staff: how will you recruit and what is your pay scale?	X	We will be competitive with the current district salary scale. We will use both traditional and non-traditional recruitment methods such as advertisements, websites and word of mouth.
3	134	What is your average benefit package?	X	N/A
3	135	What is your teacher/administrator retention rate for the past five (5) years?	X	N/A
3	136	Schools like Charter Schools USA, have low-poor reviews from current/former staff on reviewing websites like careerbliss.com and glassdoor.com. How do complaints of staff dissatisfaction, low wages, overworked teachers, high teacher turnover, bad communication, lack of textbooks and technology differ from the current situation at and complaints about YCSD?	X	We believe in continuous improvement. Therefore, we take all feedback extremely serious and work to address all concerns.
3	138	In determining the success of the school, do you review college retention rates of graduates? (Note the issue of padding grades and passing students along to boost percentages, but the students cannot survive the 1st year of college)	X	Yes. We hire the best candidate for the position.
3	126	I was interested in Charter USA's brief mention of profit sharing. The pie chart dealing with money going to such things as tax relief, scholarships, merit bonuses, etc. Do any of the other providers offer anything similar?	X	N/A
3	45	Almost your entire proposal dealt with your philosophy of how to turnaround low performing districts. Please give specific examples of classroom rigor for higher performing students and your policy on heterogeneous vs. homogenous groupings.	X	Our teachers are trained to meet the needs of all students. Necessary supports are provided.
3	46	What is your philosophy on retention of existing administrative and instructional staff after takeover of a district? Provide statistics from your experience on employee retention (administrative, educational and other) after takeover.	X	All prospective employees are subjected to the same selection process. All qualified applicants are encouraged to apply.

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3	47	Jeffrey Canada of the Harlem Opportunity Zone feels that schools should offer college preparatory classes to all students since vocational-type classes will be used as placements for behavior problem students with college potential. Do you agree or disagree?	X	Our model encourages all students to succeed and we provide the education and guidance necessary for every student to choose the path to a successful future. Every student will graduate with a career plan.
3	48	Do you approve of student placement based on economic status to maximize the economic diversity of all schools in a system?	X	No
3	49	What has been your experience in working with unions as you seek to use teacher evaluation tools, non-teaching duties, longer school days/years, etc.?	X	Teachers in our schools have not unionized.
3	51	Why did you choose to use the same proposal for York City that you used for Allentown, just changing the name by using WORD "Find and Replace"?	X	Our model has had proven success in urban areas and various academic settings. We apologize for the oversight on the WORD errors.
3	9	Why is Hannah Penn not included into the phases you proposed?	X	Hannah Penn is a vacant and closed building.
3	10	Why are the two schools who are undesignated , per the state, chosen first? Why not the two schools who are struggling, like a priority or focus school chosen first. It would appear per the test scores that they need the most help.	X	We will use our planning year to assess the need and to identify the best approach.
3	13	You never mentioned the SLO's. Do you know what they are and do to you plan on implementing them as well?	X	Yes. It is designed with the content area teacher in mind and is intended to provide a method for the teachers of non-tested areas to demonstrate evidence of student mastery of the content. All teachers must complete the requirements in this area, but it will comprise 35% of the overall score for teachers of areas not having a PVAAS score.

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3	170	Your application builds a budget on the basis of a presumption of 3 'sections' at each grade level totaling 75 students per grade level (with your staffing and overall budget breakouts reflecting your assumption. Why these numbers? You've stated in your presentation on August 13, that you anticipate management of the full district over the course of a 4-year phase-in. Please provide budget information that reflects that plan.	X	N/A
3	299	The proposal appears to be a traditional charter school application; does Executive Education propose to operate an existing school in the York City School District, as described in the RFP?	X	Yes.
3	300	The proposal sets student achievement goals to 2014-15, even though that is only the first year of the requested charter. Can you provide 3- and 5-year student achievement goals, per the RFP request? Why has Executive Education chosen not to adopt student achievement the goals as defined in the RFP?	X	We will use our planning year to assess the current district data and develop appropriate goals.
3	301	The proposal sets as a goal that 85 percent of teachers will receive a "3" on the Educator Effectiveness System. Is EE aware that PDE says most teachers will not receive a "3" (which is a perfect score" on the Educator Effectiveness System and that most accomplished teachers will score around 2?	X	This goal as stated in the proposal is after two years. Actually the national average is a 2.8. A three denotes a proficient teacher. A 4 would be a perfect score. Our consistent job embedded coaching model and strong behavioral supports will make this goal attainable.
3	302	On p. 34, your proposal says that your charter school will be an LEA, but the RFP states clearly that the District intends to remain the LEA. How will EE reconcile the legal status of their charter school with the intention of the District?	X	We will adhere to the expectations of the District.
3	303	Can you include a school calendar and information about the length of the school day and year in your response to questions?	X	We will mirror the current School District calendar. However, our students will dismiss at 1:30 on Wed. for staff professional development and PLCs.

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3	304	To operate a traditional charter school (not a conversion charter as described in the Financial Recovery Act) within the district, EE needs to follow application procedures and timelines established in the charter school law; does EE intend to do this?	X	Yes.
3	305	Can you describe how you derived your income projections? Pennsylvania's charter school law sets specific per-student funding amounts that must be paid from a school district to a charter school. Are you aware of the funding formula in Pennsylvania, and would you be able to operate within those funding levels if the York City School District is legally held to them?	X	Yes.
3	306	What are the plans to provide educational services to students under the age of 17 who are suspended or expelled from an EE charter school in York City?	X	Traditionally our model is such that we do not find it necessary to expel students. Behavioral issues are handled "in house."
3	307	The submitted proposal does not follow the application outline provided in the RFP. Can EE provide a content crosswalk to show readers where each of the questions in the RFP is answered in the proposal?	X	Yes
3	308	Pennsylvania's charter school application requires the submission of by-laws. Can you submit by-laws?	X	Yes
3	309	Please describe in detail the service you have to meet the mental health needs of students.	X	We will contract with community agencies.
3	310	Your company has no experience with large scale day-to-day operations of an entity the size of York City. Why do you believe you are prepared for this challenge?	X	Our proven models create a climate that allows each school to function at a high level. We believe in a transparent system of open communication and accountability.
3	311	Does your proposal describe your plan for operating specific schools in York and your multi-year phase-in, or was that information only shared at the presentation? Please point to the information in your proposal, if possible.	X	This will be fully developed in ur planning year.

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3	312	Can you please share again the exact phase-in schedule you propose, school-by-school, over the next five years? Is this schedule reflected in your proposal?	X	We will use the planning year to develop this plan.
3	313	In the presentation on August 13, the presenter referred several times to “doing this work before, but not with Executive Education.” Can you please elaborate on previous work done in operating charter schools, either with Executive Education or in another capacity?	X	Please refer to the bios in the application.
4	1	Several Community and Government initiatives are now in place (or will be instituted this 2014/2015 year) within the School District. For example: PTO, CPC Pre-K, Century 21, United Way / YCCF Communities in Schools, Strand Capital Performing Arts, Martin Library after school, Cornerstone, Success Schools (Alt -Ed), Temple Guards, Boys and Girls Scouts, Hope gardening, Grace Church mentoring, et cetera. How will they be incorporated and integrated into your model and program?	X	We believe in the benefits of community partnerships and would encourage the involvement of these when beneficial to our students.
4	2	Several College credit in High School programs are in place including York College, HACC, YTI, Consolidated School of Business, et cetera. How will these opportunities be incorporated and integrated into your model and program?	X	We will provide opportunities for students to earn college credits through partnerships with local colleges.
4	3	William Penn HS has a long and distinguished tradition in performing arts, music, art, and sports producing highly accomplished professionals. Many of the current inspirational mentors, leaders, and coaches have had a profound and continuing multi-year bond with the developing and advancing students. How will these relationships be continued (or replaced), expanded, and developed within your model and program? How will successful Alumni be integrated as inspirational role models within your model and program?	X	If these mentors choose to remain involved with the school then their support will be encouraged. Our normative culture model also has an embedded support and mentor model.

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4	4	Any successful High School program (primarily educational and including performing arts, music, art, and sports) requires a preparatory feeder system in the K to 8th grade levels. How will your model and program expand and develop this educational, advancement, and training system?	X	Through our normative culture model and strong instructional program our students receive the foundational behavioral and academic skills needed to be successful in high school.
4	104	What is the annual teacher salary for a starting teacher?	X	42,000
4	105	What is the salary of a veteran teacher with 10+ years of experience?	X	This would be competitive with the York School District.
4	110	Describe a typical day's schedule for an elementary, middle, and high school teacher? Include planning and Professional Learning Community (PLC) time?	X	PLC and PDs are built into the schedule on Wed. from 2:00-4:00. Each teacher receives a 45 minute prep. ELA for K-6 is 120 min/Math is 90 min. Block scheduling is used from 7-12.
4	137	If your goal is to improve the school culture and get the students and parents to buy into the school as active participants, then what will you do with the existing school police force?	X	Their current role will reassessed in the planning year.
4	156	What do you see as key about your proposed leadership/management approach that will assure that you'll be able to implement your proposed program with fidelity and effectiveness?	X	Our leaders our highly trained and experienced professionals. All employees receive extensive training in our model and the necessary supports are in place each day.
4	43	How much did you study the characteristics of the York City School District in formulating your proposal? Please provide examples of how you customized your standard proposal to match the unique characteristics of York.	X	We have previous experience working with York in the past and have strong current connections that have provided us with the necessary information regarding the needs of the District.
4	44	For each of the last 5 years, provide the following data: Number of school districts with managed schools (by state), Number of schools managed, Number of students in managed schools	X	N/A We are currently opening our 1st charter in Allentown.

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4	50	Provide the formula for calculating management fee, including Year 1 total revenues, Year 1 expenses and Year 1 management fee	X	Based on size and scale of the Disitric and our experience around management we believe this to be the best financial approach.
4	11	You never mentioned the PA Core Standards. Do you plan on implementing them?	X	Yes. These are mandated by the state. Teachers will be trained on navigating the SAS portal and our curriculum and curriculum resources are aligned with the PA Core.
4	12	You never mentioned the Educator Effectiveness Tool. Do you plan on implementing that for both teachers and principals?	X	Yes.