

MILWAUKEE PUBLIC SCHOOLS
Charter Petition/Proposal Submission Cover Sheet

A. INCLUDED IN THIS SUBMISSION:

- Executive Summary
- 15 Page Petition/Proposal
- Signed Petition
- Appendices
- Hard Copy of Submission
- Electronic Copy of Submission

Provide the name of the person who will serve as the **primary contact** for this proposed charter school:

B. NAME OF CHARTER SCHOOL: Rocketship Southside Community Prep & Rocketship #2

- Petition Instrumentality
- Proposal Non-Instrumentality

IF NON-INSTRUMENTALITY:

Name of non-profit corporation that will hold the charter:

Rocketship Education Wisconsin, Inc.

Has the corporation applied for 501-C3 non-profit status? Yes No

C. NAME OF CONTACT PERSON: Brittany Kinser
 TITLE/RELATIONSHIP TO PROPOSED SCHOOL: Regional Director
 MAILING ADDRESS: 3003 W. Cleveland Ave. Milwaukee, WI 53215
 TELEPHONE: 415-940-9350; 415-455-3569
 E-MAIL ADDRESS: bkinser@rsed.org

D. The proposed school will open in the fall of school year: 2017-18 (RSCP); 2018-19 (Rocketship #2)

Term of charter requested: 5 years

School Year	Grade Levels	Total Student Enrollment
1 st Year	K4-2	196
2 nd Year	K4-3	252
3 rd Year	K4-4	308
4 th Year	K4-5	364
5 th Year	K4-5	392

1) I understand the Milwaukee Board of School Directors reserves the right to give priority to petitions and proposals that directly address identified areas of need of targeted student populations within the district and to replicate currently successful schools.

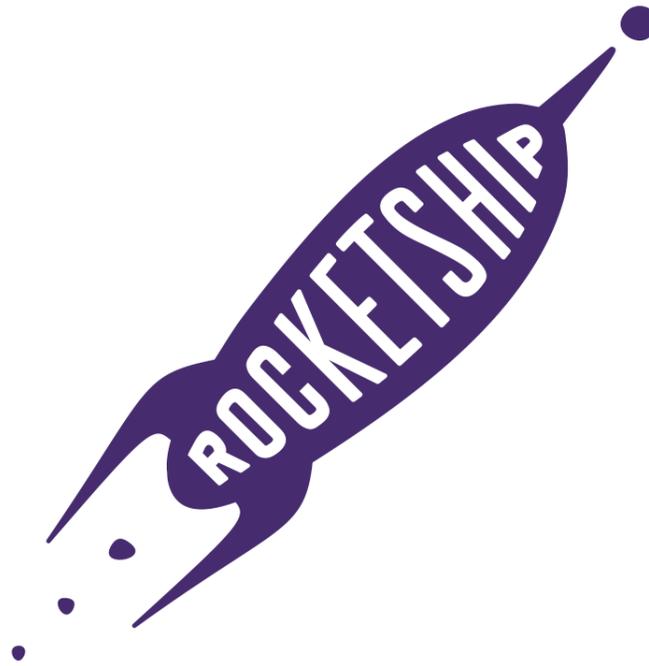
2) I certify that I have the authority to submit this petition/proposal and that all information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the petition/proposal process or revocation after award.

3) **NON-INSTRUMENTALITIES ONLY:** I understand that seat availability is based on Milwaukee Public Schools enrollment counts. In any year seats may or may not be available.

Signature

Date Submitted

Printed Name



Charter School Proposal

Submitted to Milwaukee Public Schools
November 18, 2016

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Appendices

- A. Charter school calendar
- B. Student day start and end times —*See Electronic Copy of Submission (Excel file)*
- C. Uniform policy
- D. MOU (if instrumentality)—*N/A*
- E. Diversity Plan
- F. Special Education Plan
- G. Proposed budget
- H. Discipline policy
- I. Petition signatures—*N/A*
- J. CV of school leader and applicant team
- K. Sample student weekly schedule—*See Electronic Copy of Submission (Excel file)*
- L. Additional curriculum information to support educational concept
- M. Letters of support from business and community partners
- N. Sample teacher work week—*See Electronic Copy of Submission (Excel file)*
- O. Local assessments
- P. Other pertinent information

EXECUTIVE SUMMARY

A. The Educational Program to be Offered

Rocketship Education (“Rocketship”) is a national network of schools with a mission to eliminate the achievement gap by graduating all students at or above grade level. As of the 2016-17 school year, Rocketship operates 16 high-performing elementary schools nationwide—twelve in Northern California; two in Nashville, TN; one in Washington, D.C.; and one in Milwaukee. Our Milwaukee school is called Rocketship Southside Community Prep (RSCP) and is currently authorized by the Common Council of the City of Milwaukee in 2011. RSCP commenced operations in the 2013-14 school year. As part of this proposal, Rocketship seeks to transfer RSCP’s charter to the Milwaukee Public Schools. We also seek to open a second Milwaukee school (Rocketship #2) authorized by the Milwaukee Public Schools.

The Rocketship program is centered on personalized instruction targeted to each student’s needs and tailored to their unique learning styles. We use a blended learning approach to further our goal of personalized instruction, in which we strategically leverage whole-group classroom instruction and activities, small-group instruction and activities, targeted customized interventions, and our suite of online learning programs. Across all content areas, teachers differentiate instruction based on a variety of assessment data. Students may work individually or in small groups with the classroom teacher, Individualized Learning Specialist, or other service providers to address any unique needs, gaps, or learning styles.

The rigorous Rocketship curriculum follows Wisconsin’s adoption of the Common Core State Standards, with a focus on literacy and integrated, thematic unit-based instruction across all content areas. We teach literacy through reading comprehension instruction; guided reading; phonics, phonemic awareness, and fluency; and writing. In Mathematics, our students learn to make sense of problems and persevere in solving them; reason abstractly and quantitatively; construct viable arguments and critique the reasoning of others; model with mathematics; use appropriate tools strategically; attend to precision; look for and make use of structure; look for and express regularity in repeated reasoning. Our science instruction is dually focused on building content knowledge and schema. Our science instruction is dually focused on building content knowledge and schema. We use vocabulary strategies to support language acquisition and provide opportunities for hands-on experiments. Our goal for social studies is for students to become proficient in social studies in order to achieve civic competence- the knowledge, intellectual processes, and democratic dispositions required of all students to be active and engaged participants in public life. We also teach social-emotional learning through research-based curricula, and we offer enrichment courses in physical education and the arts.

Rocketship’s centralized network Achievement Team is tasked with designing an intellectual preparation process to best set teachers and students up for short and long-term success. The Achievement Team partners with teachers and School Leaders to develop plans and materials that span from long-term curriculum maps to daily lessons. The Achievement Team maps out the actual sequence of the particular unit, determining which content teachers will teach on each day to solidify student understanding.

Beyond the classroom, Rocketship focuses on elevating and celebrating instruction to attract and retain strong leadership. Teachers and leaders are one of the most important factors in student success. To ensure our students have access to the best teachers and leaders, we provide dedicated coaching, professional development, and leadership programs to help them grow professionally and personally—regardless of their experience level. We elevate and celebrate teaching, providing exciting and

rewarding careers where educators feel empowered, appreciated, and valued. We help our teachers grow using embedded learning opportunities, personalized coaching and customized training as part of the regular workday. And we grow our leaders from within our schools, providing on-the-job leadership and principal training programs with a clear path towards long-term career goals.

Finally, the Rocketship program places a strong emphasis on parent and community engagement. Engaged parents are essential to eliminating the achievement gap. We work with our parents to help them become powerful advocates for their children and their communities. We work directly with parents, helping them become leaders at home, in the schools, and in the community. This includes helping with homework, managing the household and serving as a positive role model for their children, leading community meetings, planning school-wide events, advocating for their children's needs, assisting in the teacher and leader interview process, being active members in the community, participating in advocacy groups and school boards, and standing up for their students and their schools.

B. The name of the person seeking the MPS charter

On behalf of the applicant team, Chief Executive Officer Preston Smith and Chief Growth and Community Engagement Officer Cheye Calvo are seeking to establish a Rocketship charter school.

C. The applicant team developing the proposed program

Rocketship Education is overseen by a Senior Leadership Team (SLT), which is a group of department leaders with deep and diverse functional expertise in the following areas: student achievement; school leadership and culture; talent management; growth and community engagement; finance and business operations; school operations; Human Resources; and communications. The Board of Directors of Rocketship Wisconsin, Inc. will provide oversight of all financial and operational services as well as academic achievement. Members of the SLT and the Board will work with the School Leaders to ensure that the program is successfully implemented to maximize student achievement.

D. The expected student outcomes

Our instructional program is profoundly data-driven. We provide constant opportunities for comprehensive and systematic assessment, analysis, goal-setting, progress monitoring, and data tracking across many areas, including academic achievement, school culture, attendance, and parent engagement. Our goals include: at least 93% student attendance; meet or exceed average academic achievement for schools in the same geographic area in the District; demonstrate student gains of at least one grade per year; attain at least 75% parent participation at community meetings

We also expect that our students will continue to be among the highest-performing in the District, especially as compared to geographically and demographically similar schools. This is an outcome we were able to achieve in the most recent school year, when RSCP had three times or greater the number of students meeting or exceeding state standards in mathematics and English Language Arts as compared to similar subpopulations in the MPS District.

PROPOSAL

This proposal is for (1) the transfer to the Milwaukee Public Schools of the charter for Rocketship Southside Community Prep (RSCP), which was authorized by the Common Council of the City of Milwaukee in 2011 and commenced operations in 2013, and (2) the establishment of a second Rocketship school in Milwaukee to be authorized by the Milwaukee Public Schools, called "Rocketship #2" for the purposes of this proposal. Rocketship reserves the right to select the name of Rocketship #2 once the founding team has been finalized and will notify MPS prior to opening.

1. A description of the charter concept including vision, mission, and rationale for charter status with research supporting the concept.

Mission Statement: Rocketship's mission is to eliminate the achievement gap by graduating all students at or above grade level.

Vision: Rocketship seeks to create a future in which thousands of children have graduated from four-year colleges and have come back to eradicate the last traces of the achievement gap in Milwaukee and beyond. Our goals include the following: graduate all students from Rocketship at or above grade level; enable our students to become self-motivated, competent, and lifelong learners; embed in our students a deep love of learning; provide parents of with a path for their children to take in order to have the best chance to attend a four-year college; and encourage our alumni both to become leaders in their community and help others achieve their goals.

Research-Based Rationale: The achievement gap continues to persist in the United States. A May 2016 study from the Stanford Graduate School of Education found that nearly every school district with large numbers of students from low-income families has an average academic performance significantly below the national grade-level average. The research also shows that, on average, black and Hispanic students scored between one and a half and two grade levels below white students in the same district. The achievement gap has profound and far-reaching consequences. For example, an April 2009 study by McKinsey & Company found that the academic achievement gap "imposes the economic equivalent of a permanent recession on the nation" via lower earning, poorer health, and higher rates of incarceration.

By focusing exclusively on elementary education, Rocketship is giving at-risk students in disadvantaged communities a strong start to their academic journey that will carry them far in school and life. Our innovative and financially sustainable network of high-performing schools is helping students reach their full potential, catalyzing a parent led movement for equity in education, and transforming communities historically left behind.

2. The name of the person who is seeking to establish the charter.

On behalf of the applicant team, Chief Executive Officer Preston Smith and Chief Growth and Community Engagement Officer Cheye Calvo are seeking to establish a Rocketship charter school.

3. The name of the person who will be in charge of the charter school, and the manner in which administrative services will be provided. Name of charter school person who will address charter contract issues.

The Board of Directors of Rocketship Wisconsin, Inc. will provide oversight of all financial and operational services (further described below in Response #8). Chief Executive Officer Preston Smith will be in charge of the management of Rocketship Education. Chief Growth and Community Engagement Officer Cheye Calvo will address charter contract issues, with the support of the Rocketship network and the Board of Directors. The school will be administratively led.

4. A description of how the community wishes to assume more responsibility/support for, or leadership in, the educational process.

Rocketship Southside Community Prep opened as one of the largest fresh start charters in Milwaukee with 300 students. Now, after four years, the school serves 500+ students K4-5th grade. Rocketship is deeply aware that a parent is a child's first teacher and lifelong advocate. We believe it is critical to partner with parents on their children's education and to engage them both within the school and in the community. Rocketship school leaders and teachers collectively lean in to develop strong relationships with parents to increase student achievement while cultivating parent leadership and advocacy. We work directly with parents both within and outside the school, helping them deepen their leadership within their homes, schools, and communities. Teachers begin to build the invaluable relationships with parents with thoughtful home visits, where they visit each family in their home to build a relationship and create an enduring learning partnership. Rocketship encourages its families to complete at least 30 partnership hours at the school each year to help strengthen the bond between the families and the school while also assisting teachers and staff with school operations. Partnership activities vary widely, including assisting in classrooms, translating documents, providing administrative assistance, participating in community and parent/family meetings, attending advocacy events and assisting in special school events.

RSCP, as a physical school, serves as a stable community center where families and students enter and interact every day. We intend to create the same atmosphere at our second Rocketship school. Families view our schools as a place where they can learn from one another. Rocketship schools have a team of parent leaders who help plan various school-wide activities, lead community meetings and assist in the teacher and leader interview process. High participation demonstrates deep parent engagement and commitment to the schools.

5. A description of the educational program of the school, and the school's leadership capacity to implement the proposed program. Identify the research-based curriculum and methodologies to be implemented and a description of the parental/community involvement in the development of the educational program.

Personalized Instruction and Blended Learning: The Rocketship program is centered on personalized instruction targeted to each student's needs and tailored to their unique learning styles. We use a blended learning approach to further our goal of personalized instruction, in which we strategically leverage whole-group classroom instruction and activities, small-group instruction and activities, targeted customized interventions, and our suite of online learning programs. Across all content areas, teachers differentiate instruction based on a variety of assessment data. Students may work individually or in small groups with the classroom teacher, Individualized Learning Specialist, or other service providers to address any unique needs, gaps, or learning styles.

Studies have proven the effectiveness of blended learning as part of personalized instruction. A May 2016 Study by Harvard University Center for Education Policy Research found that students who spend

more time with online learning programs as part of a personalized learning model saw greater magnitude of achievement gains on both state tests and interim assessments as well as faster student achievement gains. And recent research on the blended learning model by ThinkCERCA, part of the Bill & Melinda Gates Literacy Courseware Challenge, found that students at urban charter schools were able to raise their reading scores 2.2 grade levels on the NWEA MAP test within one semester by integrating technology-enabled instructional tools and personalized learning into weekly classroom practice.

Rigorous, Standards-Aligned Curriculum: The Rocketship curriculum follows Wisconsin’s adoption of the Common Core State Standards, with a focus on literacy across all content areas.

- **Reading and Writing:** We teach literacy through reading comprehension instruction, where teachers will identify a CCSS-aligned standard and objective for the lesson and then model the skill; guided reading, where teachers will use assessments (i.e. STEP) to gauge student reading levels and practice skills with leveled texts; phonics, phonemic awareness, and fluency; and writing, including explicit teaching of writing skills and independent Writer’s Workshop.
- **Mathematics:** At all levels, students learn to make sense of problems and persevere in solving them; reason abstractly and quantitatively; construct viable arguments and critique the reasoning of others; model with mathematics; use appropriate tools strategically; attend to precision; look for and make use of structure; look for and express regularity in repeated reasoning. Our math instruction will include all of the following elements: instruction and learning activities focused on math concepts and application of understandings; explicit instruction on math vocabulary and language; spiral review on concepts already covered; protected intervention and corrective instruction time during the STEM block; and well-designed routines closely matched to grade-level content and the development of number sense and math strategies (e.g. calendar time).
- **Science:** Science instruction is an integral component of our STEM block. Our science instruction is dually focused on building content knowledge and schema. We use vocabulary strategies to support language acquisition and provide opportunities for hands-on experiments, supported by standards-aligned FOSS kits. Our units encompass Physical Sciences (i.e. motion and stability, waves and their application in technologies, and matter and its interactions); Life Sciences (i.e. molecules and organisms, heredity, ecosystems, and biological evolution; and Earth Sciences (i.e. earth’s systems and place in the universe, and the effects of global activity on the earth).
- **Social Studies:** Our goal for social studies is for students to become proficient in social studies in order to achieve civic competence- the knowledge, intellectual processes, and democratic dispositions required of all students to be active and engaged participants in public life. Some of the key concepts that our students will learn include investigations into the world’s ancient peoples and civilizations; studies of ancient peoples of our own continent, Native Americans; native peoples in different areas of our continent; and early explorers, colonialism, and westward movement. Students will also explore topics like producers and consumers in society; social justice; major historic conflicts such as the Civil War; and geography and map skills.

Leadership Capacity to Implement: Rocketship’s centralized network Achievement Team is tasked with designing an intellectual preparation process to best set teachers and students up for short and long-term success. The Achievement Team partners with teachers and School Leaders (school principals and assistant principals) to develop plans and materials that span from long-term curriculum maps to daily lessons. Teachers also meet regularly throughout the school year with their school-based coaches and members of the Achievement Team to explore content covered in various units, thinking about questions like “what are the key understandings and skills needed for the relevant standards?” and “what should students be able to do/produce if they have mastered the standard?”

Additionally, the Achievement Team maps out the actual sequence of the particular unit, determining which content teachers will teach on each day to solidify student understanding. Rocketship also identifies a lead planner at every grade level to be a common planner for the network. The lead planner writes daily lesson plans that are made available to all Rocketship teachers. This planner also prepares videotapes to accompany the lessons so that teachers can internalize best practices. Each grade level also designates a model teacher to serve as the go-to resource for teachers who need additional support.

Parent/Community Involvement: Engaged parents are essential to eliminating the achievement gap. We work with our parents to help them become powerful advocates for their children and their communities. We work directly with parents, helping them become leaders at home, in the schools, and in the community. This includes helping with homework, managing the household and serving as a positive role model for their children, leading community meetings, planning school-wide events, advocating for their children's needs, assisting in the teacher and leader interview process, being active members in the community, participating in advocacy groups and school boards, and standing up for their students and their schools.

The success of our educational program goes beyond theoretical. In the 2015-16 school year, our RSCP students beat the odds in both Mathematics and English Language Arts (ELA) on the Wisconsin Forward exam. As further described in Response #11, more than 90% of RSCP students are considered economically disadvantaged. In math, 43% of our economically disadvantaged Rocketeers met or exceeded standards, whereas only 13% of economically disadvantaged MPS students met or exceeded standards. In reading, 32% of economically disadvantaged Rocketeers met or exceeded standards, compared to a mere 13% of economically disadvantaged MPS students. For more details on our academic achievement results, please see Appendix P.

Despite our comparative success as compared to similar populations within MPS, we will continue to push for higher and higher levels of achievement. In the 2016-17 school year, we have added more in-classroom and learning lab intervention support focused on reading comprehension and language development. We will also offer after school tutoring in literature exploration and writing to 3rd and 4th grade students who need it the most.

6. The methods the school will use to enable pupils to attain the educational goals under s.118.02, and promotion/graduation requirements, as well as the manner in which bilingual, special education, guidance, library, support staff services will be delivered to support the identified educational goals. Identify program objectives and accountability measures to which the school agrees it will be held accountable.

In addition to our rigorous, standards-aligned curriculum and personalized instruction described in #5 above, we will use the following methods to attain the educational goals in s. 118.02.

Response to Intervention for at-risk students: Response to Intervention (RtI) is a data-based instruction and intervention model designed to efficiently identify at-risk and academically low-achieving students, match them with appropriate, evidence-based interventions, and guide teams in engaging in a clear problem-solving process to ensure that every student receives the support they need in order to achieve grade level expectations. We use results from a variety of universal screening tools in order to ensure all students who are struggling academically or behaviorally are identified in a timely manner. We then use a three-tiered model to organize our instructional and social-emotional interventions for all students

(i.e. guided reading, adaptive online learning, small-group literacy interventions, alternative curriculum targeted at a particular deficit). We regularly progress-monitor and analyze student data to determine whether to continue, modify, or discontinue interventions for each individual student.

Increased instructional minutes: The number of instructional minutes that we offer for all grades will meet or exceed the state requirements. We expect a significant number of our students to arrive at Rocketship below grade level, and so we aim to provide students with maximal instructional time to make the progress that they need to catch up. We will offer the same or greater number of instructional days as the District. We also operate on an extended school day. School runs from approximately 8 a.m. to 4 p.m. (varies slightly depending on grade level).

Data-driven instruction: Our instructional program is profoundly data-driven. We provide constant opportunities for comprehensive and systematic assessment, analysis, goal-setting, progress monitoring, and data tracking. Following administration of our bi-monthly interim assessments, Rocketship holds two full days of professional development for teachers, Assistant Principals, and the Principal to take a deep dive into the analysis of the data. A key component of these data days is the identification of overall positive trends as well as any challenges and/or achievement gaps among students. After teachers analyze the data from diagnostic interim assessments during quarterly Data Days, students, teachers, and parents work together in a variety of ways to set and/or revisit goals to help ensure that all students are on track to make the requisite growth during the school year. Rocketship also uses the cloud-based Schoolzilla data warehouse and reporting system to collect and organize student achievement, enrollment, and attendance data. Rocketship partners with Schoolzilla to build toolkits and user-friendly reports and dashboards that translate simple data into actionable information that educators can use to modify their instructional approaches. Schoolzilla incorporates data from state assessments, interim classroom assessments, and a broad set of other data systems across the organization to allow educators to access and understand the needs of their students in real time.

Focus on critical thinking, problem-solving, meta-cognition, and critical life skills: Students must be prepared to apply things they have learned to solve novel problems, think critically and creatively, and communicate precisely and effectively across many different mediums. Students must be prepared to work with and adapt to rapidly-changing technological resources. Students should also have the ability and disposition to explore the thinking and learning process and to explain their rationales to others. We believe that students must be able to work cooperatively and collaboratively with diverse backgrounds, perspectives, and cultures. They will need strong and resilient social and emotional skills to be prepared to formulate healthy relationships at school, at home, and in the workplace. Through it all, students must remain focused and motivated as they learn and grow both inside and outside the classroom. Students should be motivated to pursue goals and take responsibility for academic, social, and emotional self-development.

Promotion requirements: Students who successfully complete their grade level expectations will be considered for promotion to the next grade level. Successful completion of grade level expectations include scores of Average, High-Average or High on NWEA MAP assessments for reading and math; similar scores demonstrating proficiency on grade level benchmark assessments and/or the state assessments; OR demonstration of at least one year's growth on any of the relevant assessments. Students must consistently attend school and maintain at least a 90% attendance rate and not become truant under our Attendance and Truancy Policy. Students who participate in special education will be considered for promotion when they demonstrate adequate progress toward their annual IEP goals.

We will also deliver the following services to support the identified educational goals:

Individualized Learning Specialists: Our staff includes Individualized Learning Specialists (ILSs), who are trained to use pre-selected, evidence-based intervention curricula to respond to individual student needs. They assist with providing academic and behavioral interventions and classroom management. Our ILSs often come from the communities that we serve and thus bring exceedingly important perspective into the school. We strive to have a staff body comprised of diverse backgrounds and experiences, and our ILSs are an integral part of our make-up. Our ILS model is also intended as a potential pipeline for bringing high-quality certified instructors into our classrooms. We provide support to ILSs who are interested in obtaining a teaching credential by helping them navigate credentialing requirements, teacher preparation programs, and degree programs.

Special Education: The mission of the Integrated Special Education (ISE) department within Rocketship Education is to ensure that students with disabilities receive a free and appropriate public education within the least restrictive environment. Towards this end, we develop rigorous, individualized educational programming for all students with disabilities. We will accomplish this through several means: high quality direct services provided to students, strategic professional development of our ISE and general education staff members, and a consultation and coaching model that empowers classroom teachers, school leaders, and families to appropriately support each student's individualized education plan. For more details, please see our Special Education Plan attached as Appendix F.

Social-Emotional Learning: Our instructional program includes a social-emotional learning curriculum (RULER for upper grades. Kimochi's for lower grades) as well as other initiatives to help students develop into confident, competent, self-motivated, and productive lifelong learners. Our Special Education Plan also describes the mental health supports that Rocketship provides.

Enrichment: All students will receive the state-required Physical Education minutes, and our schools have a strong focus on wellness. Rocketship schools also have at least two additional enrichment programs. We hire enrichment instructors who have demonstrated expertise and interest in a specific enrichment content area, such as art, theater, gardening, or music. Students will receive some type of enrichment during every full school day.

English Language Development: At Rocketship, we serve a significant number of English Language Learners. Rocketship will follow all applicable laws and regulations in serving its ELLs as they pertain to annual notification to parents, student identification, placement, program options, ELL and core content instruction, teacher qualifications and training, re-classification to fluent English proficient status, monitoring and evaluating program effectiveness, and standardized testing and reporting requirements. Our instructional materials for English language instruction will be prepared by Rocketship's Achievement Team in the same manner as our core content instruction, as described above. Our English language instruction focuses on meaningful interaction with the English language, both orally and in written texts; learning how English works to make meaning via three broad language processes – structuring cohesive texts, expanding and enriching ideas, and connecting/condensing ideas; and foundational skills for ELLs (i.e. decoding, meaning-making). We will use both integrated instruction (English instruction embedded into various subjects throughout the school day) and designated instruction (targeted, small-group English language instruction to develop critical language skills).

Goals and Measurement Objectives: We will measure and be held accountable to the following objectives and accountability measures:

Measureable Outcomes	Local Benchmark Instruments
At least 93% student attendance	Daily attendance reporting via Student Management System; calculated ADA rate
Meet or exceed average academic achievement for schools in the same geographic area	WSAS reports of surrounding schools
Demonstrate student gains of at least 1 grade per year	NWEA MAP assessment administered three times per year
At least 75% parent participation at community meetings	Community meetings

7. The method by which pupil progress in attaining the educational goals under s. 118.01 will be measured. Include local assessment measures as Appendix O.

We use an assortment of assessments to measure students’ achievement levels. These include the NWEA MAP assessment, which allows us to measure our students’ proficiency against national norms for CCSS performance, and the STEP assessment developed by the University of Chicago, which provides teachers with a granular breakdown of students’ reading ability in terms of “fundamental skills” and general comprehension skills. We also administer assessments under the Wisconsin Student Assessment System (WSAS), including the Wisconsin Forward exam, as well as the State-mandated English language assessments. We also conduct additional bi-monthly standards-aligned assessments of each student in reading, writing, and math. These assessments drive decisions about whether students need additional classroom support or tutoring. They also allow us to progress-monitor our students throughout the year in a way that annual assessments do not. More details can be found in Appendix O.

8. School Governing Body: The governance structure of the school, including the method to be followed by the school to ensure parental involvement and the plan for addressing parental concerns. Council composition; election process; authority in educational program; authority in budget development; decision-making process to approve policy, programs and budgetary decisions.

The Board: The Rocketship Education Wisconsin Board of Directors (“the Board”) consists of at least three and up to seven members who will govern all of Rocketship’s Milwaukee schools. Board members shall serve staggered terms such that no more than two-thirds (2/3) of the Directors’ terms shall expire in the same year. The Board will meet on a regular basis (e.g., quarterly and more often as needed). The Board may initiate and carry out any program or activity that is not in conflict with or inconsistent with any law and which is not in conflict with the purposes for which charter schools are established. New directors will be elected as defined in the Bylaws.

The Board will be responsible for Rocketship’s operation and fiscal affairs, including but not limited to: adopting policies that offer guidance and interpretation of the charter and procedures to assist the staff in facilitating the implementation of such policies; setting Rocketship’s enrollment and grade-level configuration; approval of annual school budget, calendar, salary schedules, and fundraising plans; monitoring negotiation and approval of a Memorandum of Understanding (“MOU”) or other contracts with the District; approval of all financial policies that set the processes and controls for contracts, expenditures, and internal controls; hiring and firing of the CEO and oversight over other personnel actions; approval of bylaws, resolutions, and policies and procedures of school operation; overseeing material changes to the school charter; participation as necessary in dispute resolution; monitoring overall student performance; evaluation of Rocketship Principals; monitoring Rocketship’s performance

and taking necessary action to ensure that the school remains true to its mission and charter; monitoring Rocketship's fiscal solvency; participation in Rocketship's annual independent fiscal audit; participation as necessary in student expulsion matters pursuant to Rocketship policy; increasing public awareness of Rocketship.

Parental Involvement: We believe it is critical to form strong local partnerships to inform our growth and maximize our impact in each of the communities we serve. Each Rocketship school will have a Parent Teacher Council, which will be involved in the operations and governance of the school by, among other things: setting school achievement goals; analyzing school performance data; reviewing attendance trends and policies; reviewing English Language Learner achievement data; reviewing results of Parent Surveys; contributing to decisions about school budget allocation; analyzing the instructional model and curriculum; providing inputs on school events, school culture, and staff professional development; and providing input in school policies, safety plans, discipline, and parent engagement. The Parent Teacher Council will hold regular meetings. Additionally, Rocketship strongly encourages (but does not require) all families to complete at least 30 partnership hours each school year. Partnership activities vary widely and can include assisting in classrooms, translating documents, providing administrative assistance, participating in community and family meetings attending advocacy events, and assisting in special school events.

9. Subject to sub. (7)(a) and (am) and ss. 118.19(1) and 121.02(1)(a)(2), the certifications and qualifications that must be met by the individuals to be employed in the school.

In accordance with Wisconsin law, Rocketship will ensure all professional staff members, supervisors, teachers, and administrators, hold the applicable license, certificate, or permit from the Department of Public Instruction before performing duties at the school. Rocketship Education will comply with all relevant laws pertaining to the certification and qualification of employees.

10. The procedures and requirements that the school will follow to ensure the health and safety of the pupils, including identifying steps to address safety concerns that may arise.

Rocketship is committed to ensuring the health and safety of all students and staff. To this end, we have developed policies in accordance with all applicable federal and state health and safety laws and regulations as they pertain to public school operation. Our health and safety policies include (but are not limited to) the following topics: staff and volunteer background checks; staff as mandated child abuse reporters; sexual harassment and complaint procedures; drug and smoke free workplace; first aid/CPR training; exposure control for blood borne pathogens; communicable and infectious disease prevention; administration of medication on campus; student immunization requirements; head lice and bed bug exposure; local school wellness initiatives; Internet safety; bullying prevention; campus security and visitors; school key use; student pick-up and drop-off; school closures; volunteers; field trips.

Additionally, we create a School Safety Plan for each school that addresses the following topics: protocols for fire, earthquake, severe weather, tornado, flood, air pollution/smog; power loss; nearby criminal activity; intruders with a weapon; neighborhood shooting; hostage situation; shelter-in-place; car or bus accident; explosion; radiation threat; threat to the school; chemical spills/hazardous substances; severe allergic reactions; asthma attacks; communicable and contagious disease; self-harm/suicide threat; serious injury or death at school.

These policies are reviewed annually and are updated to address safety concerns that may arise during the course of the school year. Additionally, Rocketship has a centralized Operations team, and each school site has a Business Operations Manager. These roles are dedicated to monitoring safety at the schools and making updates to practices as necessary to keep staff and students safe.

11. Describe the targeted student population and the strategies, procedures, and requirements by which the school will welcome and recruit a student body diverse in race, language, economic status, and special education needs reflective of the school district population.

All Rocketship schools shall be open enrollment and tuition-free public, charter schools and shall not discriminate on the basis of race, color, religion, national origin, language spoken, intellectual or athletic ability, measures of achievement or aptitude, or status as a student with special needs.

As described above, Rocketship’s program is designed in accordance with our mission and vision to serve students who are or may be at risk of achieving below grade level. (The average Rocketship student is between one and two years behind grade level upon entry.) We establish our campuses in predominantly low-income neighborhoods where access to high-quality, high-performing schools is limited. We then target a population that is reflective of the MPS district schools surrounding the neighborhood.

The demographics of RSCP as of the 2016-17 school year are as follows:

	Total Enrollment	% Ec. Dis.	% ELL	% African American	% Hispanic	% White	% Special Education
RSCP	509	92.9	46.0	2.8	93.9	2.2	17.7

Source: RSED official demographic data

As of the 2015-16 school year (the most recent year for which data was publicly available), the demographic information for the MPS schools in closest proximity to RSCP are as follows:

	Total Enrollment	% Ec. Dis.	% ELL	% African American	% Hispanic	% White	% Special Education
Forest Home	821	84.5	33.0	16.8	75.3	6.0	27.4
Rogers Street	664	89.8	34.6	83.1	11.7	4.1	19.6
Lincoln Avenue	551	81.5	29.4	20.7	67.7	7.4	20.1
U.S. Grant	673	89.9	8.9	11.6	68.5	13.1	14.7
Manitoba	505	76.8	4.4	18.0	52.1	21.4	25.1

Source: WISEdash Public Portal

At Rocketship #2, we intend to enroll a student population that mirrors that of the neighborhoods surrounding the school. As described below in Response #18, Rocketship has purchased a facility from the City Council: the former Carleton Elementary School at 4116 W. Silver Spring Road.

The most recent demographics of the MPS schools in closest proximity to this site are as follows:

	Total Enrollment	% Ec. Dis.	% ELL	% African American	% Hispanic	% White	% Special Education
Thurston Woods	449	85.3	0.0	92.9	2.9	2.7	16.5
Hampton	256	77.3	0.0	86.3	3.5	2.0	22.7
Kluge	327	87.2	9.5	75.2	8.0	3.7	26.6
Browning	269	85.9	0.4	88.1	5.2	4.8	31.6
Kilbourn	261	72.8	0.0	88.5	4.6	3.1	22.2

Source: WISEdash Public Portal

Rocketship has implemented outreach strategies that include the following practices: printing and distributing materials in English, Spanish, and other languages reflecting the needs of the community; developing an enrollment process that is scheduled and adopted to include a timeline that allows for a broad-based application process; the development and distribution of promotional and informational material that reaches out to all of the various racial and ethnic groups represented in the territorial jurisdiction of the District; and continuous outreach activities throughout the community. In our efforts, we will emphasize the fact that Rocketship schools are tuition-free; that we have a robust special education program to serve students with a variety of special needs; that we are experienced in serving English Language Learners and have a curriculum focused on English language development; and that our personalized instruction model is designed to meet students wherever they are at and rapidly bring them up to grade-level. We will also emphasize our commitment to diversity at the staff level, as well as our focus on parent involvement and empowerment and community engagement.

Rocketship shall, as part of its programmatic audit, analyze the success and/or weakness of its outreach initiatives. Rocketship shall utilize the data from the programmatic audit to make any necessary revisions to the outreach initiatives in order to correct imbalances.

12. The procedures and requirements for admission to the school in accordance with federal guidelines.

Rocketship shall not administer any test or assessment to students prior to acceptance and enrollment into Rocketship. Rocketship will not limit enrollment on the basis of a student’s race, color, religion, national origin, language spoken, intellectual or athletic ability, measures of achievement or aptitude, or status as a student with special needs.

Rocketship will accept applications during a publicly-advertised open application period each year for enrollment in the following school year. Following the open application period each year, applications will be counted to determine whether any grade level has received more applications than availability. In this event that this occurs, each Rocketship school in Wisconsin will hold a public random drawing to determine enrollment for the impacted grade level, with the exception of existing students, who are guaranteed enrollment in the following school year. Enrollment preferences in the case of a public random drawing will be allowed in the following order of preference: (1) siblings of currently enrolled students; (2) children of the paid staff of the Charter School. Students qualifying for more than one

preference group will be considered part of the highest preference in which they qualify. At the conclusion of the public random drawing, all students who were not granted admission due to capacity will be given the option to put their name on a wait list in the order according to their draw in the public random drawing. This wait list will allow students the option of enrollment in the case of an opening during the school year. The wait list will not carry over from year to year.

13. Enrollment and grade level distribution chart that shows grades and enrollment numbers for each year of the contract term.

Rocketship #2 Enrollment

	2018/19	2019/20	2020/21	2021/22	2022/23
ENROLLMENT					
K4	56	56	56	56	56
Kindergarten	56	56	56	56	56
1st Grade	56	56	56	56	56
2nd Grade	28	56	56	56	56
3rd Grade	-	28	56	56	56
4th Grade	-	-	28	56	56
5th Grade	-	-	-	28	56
Total Enrollment	196	252	308	364	392
# of Gen Ed Teachers	6	8	9	11	11
# of Tutors	2	2	3	3	4
# of SPED Teachers	1	2	2	2	2
# of Paraprofessionals	1	1	1	1	1

RSED MWKE#2 will open its first year of operation with 196 students across four grades. MWKE#2 will reach full enrollment by its 5th year with 392 students across seven grades. Should there be higher demand for seats at this school, Rocketship would increase enrollment comparable to enrollment at Rocketship Southside Community Prep. MWKE#2 enrollment would not exceed 570 students

Our unique rotational model allows students to receive instruction in core academic subjects from specialized teachers. Students will be divided into cohorts in which they rotate to various classes throughout the day. For example, if a grade level has four cohorts of students, one cohort may begin their day in the Humanities block and receive instruction from a credentialed teacher who focuses on Humanities instruction. Students may also receive studies content instruction during this time. At the same time, a second cohort will be receiving instruction from a second credentialed teacher in a separate Humanities classroom. The third cohort of students will be in their STEM block with a third credentialed teacher who focuses on mathematics and science instruction. The final cohort will be in the Learning Lab. After a certain number of minutes, the third and fourth cohorts switch classroom spaces. This completes the students' first half of the day. The entire grade level will then rotate. The first and second cohorts will move to either the STEM block or the Learning Lab, and swap after the required number of minutes. The third and fourth cohorts will move to the two Humanities classrooms.

All of our teachers will be credentialed to teach multiple subjects. However, as described above, each teacher "specializes" in particular instructional areas. Specialization allows our teachers to hone their skills and develop a profound expertise in a focused instructional area, which we believe is especially important in light of the shift to the increasingly rigorous CCSS. Furthermore, specialization encourages -

indeed, necessitates - collaboration across grade levels. Not only does such collaboration require our teachers to be constantly thinking about the inherent multidimensional nature of the content that they teach, but it also ensures that each student will have multiple educators' eyes monitoring and investing in their progress.

14. A complete proposed budget should be attached as Appendix G. If other funding sources besides the per pupil amount, including grants, are being sought to supplement the charter school, include the name of the grant, the duration of the grant, and plans for sustainability if/when the grant funds end.

Please see Appendix G for the proposed budget.

Please find multi-year financial projections for our proposed new school in Milwaukee attached as Appendix G. Also included in this appendix are the current year forecast and multi-year projections for our existing Milwaukee school, Rocketship Southside Community Prep. Rocketship will raise \$2M to support the opening and beginning years of the second school. We are projecting to have \$500K received each year for four years starting in 2016-17. At this point, \$365K has been committed, with an additional request of \$3M in various grant proposals. Once MWKE#2 reaches full enrollment, by its fifth year of operation, the school is able to operate solely on public revenues. Similarly, Rocketship Southside Community Prep is able to operate on public funds once full enrollment it met at ~540 students.

15. The manner in which annual audits of the financial and programmatic operation of the school will be performed.

Rocketship Education's Internal Audit Committee conducts quarterly reviews on the administration of federal and state programs. This committee ensures the organization is adhering to organization's internal controls to ensure compliance across federal and state programs.

Rocketship Education uses Intacct, an online accounting program to ensure that the books and records are kept accurately, completely and in compliance with financial policies. Intacct has the ability to provide real-time information on the financial position of the school. Intacct's non-profit management module has the ability to produce reports in accordance with GAAP and FASB and in keeping with best practices around fund accounting.

Rocketship Education and all schools will engage in an annual audit of financial and administrative operations. The Rocketship Education Wisconsin Board will appoint an Audit Committee which will select an independent auditor through a request for proposal format. The auditor will have, at a minimum, a CPA and educational institution audit experience. To the extent required under applicable federal law, the audit scope will be expanded to include items and processes specified in applicable Office of Management and Budget Circulars. The organization will adhere to the accounting, auditing, and reporting procedures and requirements that apply to public charter schools operating in Wisconsin. The Board of Directors will give approval of the independent fiscal audit.

16. The procedures for disciplining pupils. If the charter school will have its own discipline policy, attach it as Appendix H.

Rocketship's Student Discipline Policy and Suspension/Expulsion Policy are attached as Appendix H. The Student Discipline Policy includes a Code of Conduct by which all Rocketeers must abide.

While Rocketship has developed our discipline policies to ensure that we maintain order and safety on campus, we also place a strong emphasis on positive behavioral interventions and supports (PBIS). Each school has a PBIS Team comprised of a wide cross-section of staff members. The team is tasked with overseeing the following: data on negative behaviors that occur at school, which is translated into an online system to analyze trends and make data-based decisions about how to shift behaviors; school-wide incentive programs such as Core Value of the Month and Student of the Month; staff culture, wellness, and a positive environment; the implementation of our social-emotional learning curricula, described above.

Additionally, at every Rocketship campus, we teach four core values— respect, responsibility, persistence, and empathy. Core values form the basis of our behavioral instruction and management systems. At the beginning of the school year, teachers explicitly teach core values lessons in which they demonstrate what different core values look like in action. Every school also has its own system to promote/incentivize the core values, such as providing students with Core Value Rockets, which can be redeemed at the school store or entered into a prize raffle.

17. The public school alternatives for pupils who reside in the school district and do not wish to attend or are not admitted to the charter school.

No student may be required to attend a Rocketship school. Students who reside within the Milwaukee Public Schools district may attend other district schools or pursue an intra- or inter-district transfer in accordance with existing District enrollment and transfer policies.

18. A description of the school facilities and the types and limits of the liability insurance that the school will carry. If you have a site, identify the facility/location.

Rocketship Southside Community Prep is, and wishes to remain, located at 3003 W. Cleveland Ave, Milwaukee, WI 53215. Rocketship also has identified a facility for Rocketship #2. . On November 1, 2016, the Milwaukee Common Council approved the sale of the former Carleton Elementary School at 4116 W. Silver Spring Road to Rocketship Education, through its affiliated non-profit support corporation, Launchpad Development Company. Rocketship and Launchpad are planning to renovate the building to create a state-of-the-art campus for the community, by investing over \$4 million in local design, planning and construction jobs to restore this classic building and serve students and families in the Northwest side of the City. The school would also support the \$30 million Choice Neighborhood Initiative, which aims to catalyze education, housing and jobs for Milwaukee families.

At a minimum, Rocketship will carry the following insurance in the following amounts:

Commercial General Liability	
Commercial General Liability	\$1,000,000 each occurrence
General Aggregate	\$2,000,000 aggregate
Personal & Advertising Injury Limit	\$1,000,000 each occurrence
Products – Completed Operations Aggregate	\$2,000,000 aggregate
Medical Expense	\$5,000 each person
Worker’s Compensation and Employer’s Liability	
Worker’s Compensation	Statutory Coverage
Bodily Injury by Accident	\$100,000 each accident
Bodily Injury by Disease	\$500,000 policy limit

Bodily Injury by Disease	\$100,000 each employee
Auto Liability	
Combined Single Limit	\$1,000,000 each accident
Uninsured/Underinsured Motorists	\$1,000,000 each accident
Medical Expense	\$5,000 each person
Additional Insurance Types	
Umbrella (excess) liability	\$5,000,000 per occurrence \$5,000,000 aggregate
Crime Insurance	\$3,000,000 aggregate
School Leaders' Errors & Omissions	\$1,000,000 each claim or occurrence \$2,000,000 aggregate
Directors and Officers Liability	\$2,000,000 each claim or occurrence \$2,000,000 aggregate
Employment Practices Liability	\$2,000,000 each claim or occurrence \$2,000,000 aggregate

Should this application be approved, these insurance types and amounts are subject to revision upon entering into a charter contract with the District.

19. The effect of the establishment of the charter school on the liability of the school district.

The Milwaukee Public School district shall not be liable for the debts or obligations of Rocketship Education Wisconsin or any of its Charter Schools or for claims arising from the performance of acts, errors or omissions by the Charter School if the authority has complied with all oversight responsibilities required by law. Rocketship Education shall work diligently to assist the District in meeting any and all oversight obligations under the law.

20. The following policies including procedure to inform parents: school transportation policy; school nutrition policy.

School Transportation Policy: Rocketship will not provide transportation for students. All parents/guardians are responsible for securing the transportation for of their child to and from school. Parents will be notified of this in writing prior to filling out enrollment documents and again at the start of the school year.

School Nutrition Policy: Rocketship is committed to serving healthy meals to students, with plenty of fruits, vegetables, whole grains, and fat-free and low-fat milk; moderate in sodium, low in saturated fat, and zero grams *trans* fat per serving (nutrition label or manufacturer's specification); and to meet the nutrition needs of students within their calorie requirements. The school meal programs aim to improve the diet and health of school children, help mitigate childhood obesity, model healthy eating to support the development of lifelong healthy eating patterns, and support healthy choices while accommodating cultural food preferences and special dietary needs.

All Rocketship schools participate in USDA child nutrition programs, including the National School Lunch Program (NSLP) and the School Breakfast Program (SBP). All breakfast, lunch, and after-school meals served to students shall meet or exceed current federal nutritional standards set forth in applicable local and federal statutes and regulations. Breakfast will be served in the classroom at the start of the school day. Rocketship will allow students adequate time to eat a nutritionally balanced breakfast. Students are

not required to eat the school breakfast. Lunch will be served at a reasonable and appropriate time of the school day. Rocketship will provide students with adequate time to eat lunch.

Rocketship shall provide breakfast and lunch for free or reduced cost to students who qualify through the federal FRL application and Direct Certification process. Rocketship will also provide meals that meet the dietary needs of students with diagnosed medical conditions as required by a licensed physician.

Rocketship will contract with food service providers that share a commitment to childhood wellness and that offer healthy meal choices that comply with all federal and local nutritional standards. Food service providers will provide Rocketship with a menu for each breakfast and lunch meal served; nutritional content and ingredients for each menu item; and location where any fruits and vegetables served in the school are grown and processed, and whether growers are engaged in sustainable agricultural practices. Rocketship will post this information in the front office of all schools. Rocketship will regularly evaluate the policies and vending contracts with all food service providers through check-ins and service-level agreements. Vending contracts that do not meet the requirements, intent or purpose of this Policy will promptly be modified or discontinued.

Students may bring a lunch and/or a snack from home, but Rocketship prohibits certain food items in furtherance of our focus on nutrition and health. Chips and cookies are not allowed unless included as part of a complete lunch (i.e. with a sandwich, fruit, vegetable, etc.). Gum, candy, soda, and fast food are prohibited on Rocketship campuses.

Students and staff will receive consistent nutrition messages throughout schools, classrooms, gymnasiums, and cafeterias. Nutrition promotion also includes marketing and advertising nutritious foods and beverages to students and is most effective when implemented consistently through a comprehensive and multi-channel approach by school staff and teachers, parents, students, and the community. As such, Rocketship may prohibit students from bringing snacks to school that fall outside of the established USDA and Smart Snacks nutrition standards described above.

21. Indicate whether the proposed charter school wishes to be an instrumentality or non-instrumentality charter school. Include if the school is submitting a petition or proposal.

Rocketship wishes to be a non-instrumentality charter school and is submitting a proposal.

22. Indicate the school year that the charter status is requested to begin, and length (1-5 years) of the contract term sought.

Rocketship Education requests a five-year charter term for each school.

- For Rocketship Southside Community Prep, we wish to begin in 2017-18 and end at the end of the fifth school year, 2021-2022.
- For the second Rocketship campus, we wish to begin in 2018-19 and end at the end of the fifth school year, 2022-2023.