2014 Charter School Application

Training
September 12th & 13th



- Receive multiple support <u>resources</u>.
- Master the application <u>specifications</u>.
- Discuss the requirements for each <u>section</u> of the application.
- Answer participant questions regarding the application <u>requirements</u>.
- Review the <u>evaluation tools.</u>
- Begin building a <u>network</u> of future charter school leaders.



- Resource Manual (ocs web site) (pdf, 697kb)
- Finance and Business (Charter School Finance Guide)
- Initial Screening Form (Resource manual and OCS web site) (pdf, 116kb)
- Application Evaluation Rubric (Resource manual and OCS web site) (pdf, 263kb)
 - Previous applications
 - Current NC public charter schools

September 2013



Time Line

September 6, 2013	Letter of Intent (LOI) – required for filing an application. An electronic LOI must be supplied to Deanna Townsend-Smith @ deanna.townsend-smith@dpi.nc.gov on or prior to the 12:00 noon (Eastern Standard Time) deadline. Deadline Passed – No Other LOIs will be accepted. If not submitted, you will need to wait until the next application cycle.
December 6, 2013	Online Application due – 5:00pm (Eastern Standard Time) - The SBE is the only entity in our state to grant a charter. *Application fee due to the Office of Charter Schools*
December 13, 2013	A copy of the application due to the Local Education Agency in which the proposed charter school will reside in. Applicant may provide evidence to the Office of Charter Schools (i.e. signed letter). This step is now optional.
January - March	Charter School Advisory Board review and interview.
April - June 2014	State Board of Education discussion & preliminary approval.

North Carolina Office of Charter Schools



- By 5:00pm EST on or prior to December 6, 2013
 - Be prepared to submit your non-refundable application fee when submitting application
 - Application Fee Must Be Mailed to OCS
 - Applications lacking the application fee will be deemed incomplete

Submit Online:

Any application submitted outside of this format will not be accepted/considered

LETTER OF INTENT Online Application System



Template on the OCS website

• The Letter of Intent (LOI) must contain:

- Proposed name of the public charter school.
- Lead applicant name
- Address
- Telephone number
- Email address
- County of proposed school location
- Signature of authorized agent (i.e. lead contact, board chair, etc.)
- Proposed mission statement
- Proposed grade structure
- Proposed student projections

The Letter of Intent <u>may</u> contain:

- Name of non-profit corporation
- Proposed target student population



- Due on or prior to 12:00 Noon September 6, 2013 EST.
- Individuals who submit a letter of intent will be the ONLY accepted applications come December 6, 2013.
- Must be received electronically to deanna.townsend-smith@dpi.nc.gov and signed by an Authorized Agent/Lead Contact of the application.

APPLICATION SPECIFICATIONS



- Applicants must submit applications on or prior to the deadline, December 6, 2013, at 5:00pm (Eastern Standard Time).
- Applications must be submitted using the online portal using the following specifications:
 - If a particular question does not apply to your team or proposal, respond "Not Applicable," <u>AND</u> state the reason this question is not applicable to your team or proposal.
 - All required Appendices should be clearly titled, include page numbers (i.e. Appendix A and page numbers as A1, A2, B1.....) and submitted as a <u>FULL PDF</u> document.
 - Review all elements of the application for completeness before submitting. An incomplete application will result in the elimination of the application
 - Late submissions <u>will not</u> be accepted. No Exceptions.



- A completed application includes
 - On One(1) complete document submitted through the online portal
 - One (1) PDF Copy of Appendices submitted through the online portal
 - Application Fee

Once you receive final approval you will be required to submit a signed hard copy to OCS

APPLICATION PROCESS



Currently, any <u>nonprofit corporation</u> seeking to establish a charter school may apply for a public charter school to <u>one</u> chartering entity - SBE:

**LAW CHANGED **

ALL applications must be submitted through the online portal, no later than 5:00 pm EST on December 6, 2013.

North Carolina Office of Charter Schools

September 2013



- Before writing a proposal......
 - Establish Articles of Incorporation for a Nonprofit
 - http://www.secretary.state.nc.us/corporations/
 - Develop a base of knowledge and investigate documents and resources such as:
 - NC charter school law
 - North Carolina Open Meetings laws
 - Federal programming

EVALUATION PROCESS



Phase I

- Completeness Check
 - Screen applications for completeness (pdf, 116kb)
 - Applicants will be notified if incomplete and will not be reviewed
- Proposal Evaluation
 - Using Evaluation Teams
 - Analyze complete proposals according to the rubric (pdf, 263kb)
 - Makes decisions to deny or advance to phase two



Phase II

- Capacity Interview
 - Applicants address concerns from the evaluation team
 - Demonstrate applicant has skill and experience to successfully implement the proposed plan
 - Responses/conduct will be considered in recommendations
 - Evaluation team arrives at consensus and votes for approval or denial
 - CSAB reviews Evaluation Team comments and votes to offer final recommendations to SBE



- Phase III
 - Decisions
 - SBE receives recommendation report
 - Report includes -
 - Mission, proposed enrollment/grade structure, LEA, # charters already in LEA, and vote of CSAB
 - Final Decisions Granted
 - Denial

OR

- Preliminary Approval Granted
- Governing board participates in yearlong planning period (Policy: TCS-U-013).
- SBE votes to grant charter school final approval.
- Governing board receives up to a 10 year charter agreement (July 2014).



- Section I Application Contact Information
- Section II Mission & Purposes
- Section III Education Plan
- Section IV Operations and Capacity
- Section V Financial Plan
- Section VI LEA Impact Statement*
- Section VII Signature Page
- Section VIII Appendices

APPLICATION CONTENT SECTION I



- The sections developed by the initial board should <u>align with all other sections</u> of this application.
- **8** Be clear and concise with all sections of the application, mind the page limits and...edit, edit, edit.
- **Do not assume** that the application reviewer has knowledge about your particular target student population, mission, education plan and programming.
- **Provide clear evidences to support** the fidelity and vitality of this proposed plan.
- Reviewers will want to know that your proposed organization has the capacity to grow and build upon the proposed written application plan.
- Be sure to <u>include detailed specifications</u> when it comes to the overall plan and budgeting.
 - For example, if you propose a vocational high school, make sure you include a detailed description of the facility, stakeholder partnerships, resources, and staffing needed within the first five years of operation.



- 501 (c) (3) non-profit status: Applicants must receive federal tax-exempt status no later than 24 months following final approval of the application.
- Grade Levels Served and Total Student Enrollment: The projected enrollment figures should be tactical and realistic for the proposed region. Once the application is approved by the State Board of Education these projected enrollment numbers will drive the funding provided to the public charter school in at least year one of the charter's existence.
- *Application Note: Application should be signed by the lead contact or board chair to signify the initial members of the board were regularly involved in the overall development of the application.



Section I Technical Terms

- Private/Public Conversion Charter school applicants may apply to convert an existing private or traditional public school to a public charter school (§ 115C-238.29B (a). This conversion shall provide opportunities for teachers, parents, pupils, and community members to establish and maintain schools that operate independently of existing schools.
- Replication Charter school applicants may apply to replicate an existing charter school. This replication means you replicate practices and ideas.
- Virtual Charter School A nonsectarian and nondiscriminatory public charter school to open to all eligible North Carolina students who are enrolled full time at the virtual public school. These students receive their education predominately through the utilization of online instructional methods.

MISSION, GOALS, AND PURPOSES SECTION II



Mission

- "The mission says why you do what you do, not the means by which you do it." - Peter Drucker
 - OCS Mission Statement:
 - The NC Office of Charter Schools, through educational collaboration, provides leadership to establish and engage a quality charter school culture resulting in legal compliance, board performance, and academic excellence.
 - Your Turn
- The mission needs to have an <u>emotional attachment</u>; it is the guiding light for everyone within the organization.
- The mission should resonate with everyone whether they just joined an organization, or have been there since the <u>beginning</u>.



115C-238.29A

- Improve student learning;
- 2. Increase learning opportunities for all students, with special emphasis on expanded learning experiences for students who are identified as at risk of academic failure or academically gifted;
- 3. Encourage the use of different and innovative teaching methods;
- 4. Create new professional opportunities for teachers, including the opportunities to be responsible for the learning program at the school site:
- Provide parents and students with expanded choices in the types of educational opportunities that are available within the public school system; and
- 6. Hold the schools established under this Part accountable for meeting measurable student achievement results, and provide the schools with a method to change from rule-based to performance-based accountability systems. (1995 (Reg. Sess., 1996), c. 731, s. 2.)



- The State Board of Education may grant final approval of an application if it finds that the application would achieve one or more of the purposes set out in G.S. 115C-238.29A.
- Applicants should demonstrate the ability to clearly describe how the proposed charter school will achieve <u>one or more</u> of the six legislated purposes.
- These identified purpose(s) is/are meaningful, manageable and focused on improving student outcomes in the public charter school in addition to being clearly aligned to the proposed school mission.



A goal without a plan...is a wish (Herman Edwards)

Examples of Systems for Goals

- Backwards Design Backward designs typically involve three stages:
 - identify the results desired
 - determine acceptable levels of evidence that support that the desired results have occurred
 - design activities that will make desired results happen
- S.M.A.R.T. stands for:
 - Systemic: A specific goal has a much greater chance of being accomplished than a general goal.
 - <u>Measurable</u>: A clear criteria for measuring progress toward attainment of each goal set should be established.
 - <u>Attainable:</u> Goals that are important to the organization are easy to figure out how to make them come true.
 - <u>Realistic:</u> Realistic goals represent an objective toward which the organization is both willing and able to work.
 - <u>Time Bound:</u> A goal should be time bound. Deadlines too far in the future are easy to put off, goals set too close tend to be unrealistic and have little success.



Organizational Goals (examples)

Academics	Governance, Operations and Finance
 Overall academic proficiency; Individual and student academic growth Monitor student subgroup achievement gaps in both proficiency and growth Student attendance Postsecondary readiness (for high schools) Student Graduation rates 	 School leadership effectiveness (board and lead administrator) Pupil attrition rate, Pupil wait-list Standing within community Compliance with all applicable laws, regulations, and terms of the charter contract. Financial performance and viability Board performance Monitoring of school improvement plans – board goals Teacher Working Conditions Survey



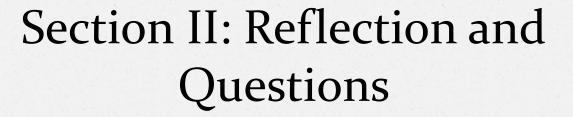
- Vision & mission statement review
- SWOT analysis
- Review of existing school plan(s)
- Long-term goals (5-10 yrs)
- Short-term objectives (1-3 yrs)
- Baseline/current status
- Position (not person) responsible
- Fiscal impact
- Reporting milestones



- Strategic planning takes a grand vision & turns it into a roadmap for the future.
- It's the process to provide direction to the school and meaning to day-to-day activities.
- It examines a school's values, current status, & environment, and relates those factors to the school's future state, usually expressed in 3-5 year periods.



- Accountability Model for NC Public Schools
- SBE Policy TCS-U-010 G.S.115C-238.29G(a1)
 - overall 60% proficiency or meets growth in two of three years (otherwise SBE shall revoke charter)
- Session Bill 2012-142 -
 - Third grade reading proficiency > Promotion
 - *See <u>Accountability Web Site</u> and Application Resource Manual for additional resources



- Keys to success:
 - Alignment with mission
 - Clear and Precise
 - Demonstrate Fidelity and Viability
 - Evidences to support target student population

EDUCATION PLAN SECTION III



- The sections developed by the initial board should <u>align with all other sections</u> of this application.
- **8** Be clear and concise with all sections of the application, mind the page limits and...edit, edit, edit.
- **<u>Do not assume</u>** that the application reviewer has knowledge about your particular target student population, mission, education plan and programming.
- **Provide clear evidences to support** the fidelity and vitality of this proposed plan.
- Reviewers will want to know that your proposed organization <u>has the capacity to grow and build</u> upon the proposed written application plan.
- Be sure to **include detailed specifications** when it comes to the overall plan and budgeting.
 - For example, if you propose a vocational high school, make sure you include a detailed description of the facility, stakeholder partnerships, resources, and staffing needed within the first five years of operation.



- Application asks for:
 - Detailed description of the overall instructional program
 - Instructional methods
 - Assessment strategies
 - How this program meets the needs of the targeted student population



- Describe the basic learning environment
 - K 5; 6 8; 9 12
- Provide a sample scope and sequence
- Identify how the curriculum aligns with
 - The mission
 - Targeted Student Population
 - NC Accountability Model
- Remember, public charter schools do NOT have to follow the <u>NC Common Core curriculum</u> – but they will be held accountable for student mastery.
- Be sure to include academic calendar
 - (185 days or 1,025 hours)
 - Charter schools not held to same <u>"Start and End Dates"</u> as traditional



Section III Special Programs & "At-Risk Students"

- Charter schools are public schools and serve ALL students.
- They are required to provide a FULL continuum of services to meet the unique needs of ALL students with disabilities

Additional web based resources

- Federal Programming:
- <u>Title I:</u> Improving the academic achievement of the disadvantaged
- <u>Title III:</u> Instruction for the limited English proficient & immigrant students
- Exceptional Children:
- <u>Exceptional Children Policies:</u>



- Review the section on Goals and Accountability (Section II)
 - Academic Goals should be identical
- Clear policies and requirements for promotion and graduation.
 - Charters do not have to follow State curriculum
 - but do have to follow NC Accountability model.



Should align with the overall mission, proposed education plan, and will benefit the targeted student population (cannot exclude).

Some resources that may support you:

- NC Public School Law115C-391: Especially the sections regarding
 - Clear policies regarding the conduct of students GS 115C-391(a)
 - Expulsion
 - Federal Laws and Regulations
 - Exceptional Children GS 115C-107.7 (a)
 - Suspensions
- North Carolina Positive Behavior Intervention Systems model http://www.ncpublicschools.org/positivebehavior/



- Keys to Success
 - Alignment with mission
 - Clear and Precise
 - Demonstrate Fidelity and Viability
 - Evidences to support target student population

Governance, Operations and Capacity Section IV



- The sections developed by the initial board should <u>align with all other sections</u> of this application.
- **Be clear and concise** with all sections of the application, mind the page limits and...edit, edit, edit.
- **<u>Do not assume</u>** that the application reviewer has knowledge about your particular target student population, mission, education plan and programming.
- **Provide clear evidences to support** the fidelity and vitality of this proposed plan.
- Reviewers will want to know that your proposed organization <u>has the capacity</u> to grow and build upon the proposed written application plan.
- Be sure to **include detailed specifications** when it comes to the overall plan.



- Private Nonprofit Corporation: Applicants must obtain private nonprofit organization status approved by the Secretary of State's Office by the time of application submittal. Usually it takes seven to ten days if all paperwork is in order.
 - A proposed charter school must have a federal tax ID number (EIN) prior to opening. Even when a private nonprofit already exists, there may be an advantage of forming a new corporation. Review the pros and cons carefully.
 - http://www.secretary.state.nc.us/corporations/
- Tax-Exempt Status 501(c)(3): If the non-profit organization has yet to obtain the 501(c)(3) status, the tax-exempt status must be obtained from the Internal Revenue Service within twentyfour (24) months of the date the Charter Application is given final approval.



- All board members should know the answer to these five questions:
- 1. Why are we here?
- 2. How can each member of this board be of most value to the organization?
- 3. How do we define success?
- 4. What components should we track as a board to know when we get there?
- 5. What behavior are we settling for?



- Everything! But here are a few
 - Student learning
 - Fiscal responsibility
 - Standing in community
 - Employer to all staff
 - Adopt policies
 - Approves procedures and plans
 - Approves school wide goals
 - Evaluate lead administrator



- Term limits and staggered terms
- Meet Monthly (devoting min. 8 hours)
- Believes & understand the mission
- Prioritize organization over personal agenda
- Recruit a strong/transparent mix (Skill- Sets)
 - Fundraising
 - Finance
 - Facilities
 - Governance
 - Human Resources
 - Public Relations



Policies (examples)

Boards should establish policies for managing school emergencies before they occur.

- Governance
- Finance
- Human Resources
- Operations
- School visitors
- Grievances
- Employee conflict

- Accidents
- Bullying
- Natural disasters
- Ordered lockdowns
- Acts of violence
- Loss of an administrator

Charter School Laws (GS 115C-238.29)

The law includes many other requirements, pertinent to the day to day operations of every charter school.

Board members should have copies of and be familiar with the law.



- Meetings must be open to the public and provide notice in advance of the meeting date, time, and location:
 - Regular Meetings: Seven Days and Posted (web site, and any other media approved by board)
 - Special Meeting: 48 hours
 - Including
 - Subcommittee Meetings
 - Board Retreats
 - Emergency Meeting: Immediately after notice is given to ALL board members

* Board Meeting Minutes approved monthly and kept in a location available to public



- Beware of boilerplate language or simply copying the information from an approved application submitted in the past.
 - It might not match current law!!!
- Ensure all aspects of YOUR application align with YOUR specific mission and YOUR selected goals.



- The EMO/CMO cannot legally take place of the board.
- The <u>nonprofit</u> board employs the staff
- The board, not the EMO/CMO, is ultimately responsible for the operations and fiscal responsibility of the public charter school. Their error is your error because you contracted with them.



- Reach the High Bar: Governance support organization
- http://www.reachthehighbar.com/
- Board Effectiveness articles, member descriptions, and Quiz http://www.reachthehighbar.com/free-resources.html#articles
- North Carolina Office of Charter Schools Governance Resource Page:
- http://charterschoolgovernance.wikispaces.com
- NC Office of Charter Schools Best Practices Articles (Governance):
- http://www.ncpublicschools.org/charterschools/best/
- NC Public School Laws and Policies: http://www.ncpublicschools.org/parents/laws/
- NC Open Meetings Laws (Article 33C): http://www.ncleg.net/EnactedLegislation/Statutes/HTML/ByArticle/Chapter_143/ Article_33C.html
- Or. David Carpenter: www.brianlcarpenter.com

*<u>Disclaimer</u>: not all of the above meet the tenets of NC law but can, nevertheless, serve as a positive resource



- Organization chart
- Draft of by laws (including conflict of interest policy)
- Evidence of State approved Non-Profit
- One page resume AND responses from each initial board member
- Size, terms, duties, procedures, policies, meeting schedule, and relationships with any third parties.

Section IV Operations & Capacity: Projected Staff

- *Application Note: Be mindful that your projected staff, especially administration and office staff, aligns with the:
 - Projected student enrollment (to staff ratio)
 - Proposed school mission
 - Proposed education plan and programming
 - Proposed budget
 - Teachers credentials that meet federal and state laws



Marketing plans should be:

- Clear They should be an unambiguous statement of 'exactly' what is to be done.
- Quantified The predicted outcome of each activity should be, as far as possible, quantified, so that its performance can be monitored.
- Focused The temptation to proliferate activities beyond the numbers which can be realistically controlled should be avoided.
- Realistic They should be achievable.
- Agreed Those who are to implement them should be committed to them, and agree that they are achievable. The resulting plans should become a working document which will guide the campaigns taking place throughout the organization over the period of the plan.

* The final stage of any marketing planning process is to establish targets (or standards) so that progress can be monitored.



- Charter schools are public schools and any student who qualifies under the admission to a public school is qualified for admission to a charter school.
- A public charter school shall not discriminate against any student on the basis of ethnicity, national origin, gender, or disability.
- Read through § 115C-238.29F (g) of the North Carolina charter school law.
- *Transparency is the key be clear about preferences and procedures.
- (i.e.) Initial Board member = Board members listed in the SBE approved application.



- Transportation Plan: All charter schools are required to have a transportation plan.
 - how the governing board will ensure no child is denied access to school due to lack of transportation.
 - may provide transportation by bus for students enrolled at the school.

NC Public School Bus Safety Web Based Resources

School Bus safety http://www.ncbussafety.org/safety.html
Laws and Policies http://www.ncbussafety.org/NCLaws.html
Operational Requirements

http://www.ncbussafety.org/library.html



In identifying or planning facilities for a charter school, the following suggested considerations should provide a useful starting point:

Existing Public School Facility

Obtain verification from the local building inspector that there are no outstanding building code violations for educational occupancy.

Existing Non-Public School Facility

Obtain verification from the local building inspector that there are no outstanding building code violations for educational occupancy.

Existing Non-School Facility

Obtain a certificate of occupancy for educational occupancy from the local building inspector. The local building inspector should determine if modifications must be approved by the North Carolina Department of Insurance for building code compliance.

New Public Charter School Facility

Consult with the School Planning Section (not required) to review plans. However, plans for facilities of 10,000 square feet or for assembly spaces for 300 or more occupants must be approved by the North Carolina Department of Insurance for state building code compliance. Obtain a certificate of occupancy from the local building inspector.

*No funding will be allocated without Educational Certificate of Occupancy (Local Inspections)



- Alignment with mission
- Clarity
- Fidelity and Viability
- Evidences to support target student population

FINANCIAL PLAN SECTION V



- The sections developed by the initial board should <u>align with all other sections</u> of this application.
- **Be clear and concise** with all sections of the application, mind the page limits and...edit, edit, edit.
- **<u>Do not assume</u>** that the application reviewer has knowledge about your particular target student population, mission, education plan and programming.
- **Provide clear evidences to support** the fidelity and vitality of this proposed plan.
- Reviewers will want to know that your proposed organization <u>has the capacity</u> to <u>grow and build</u> upon the proposed written application plan.
- Be sure to **include detailed specifications** when it comes to the overall plan.



- Revenue projections (note amended November 2012)
 - The 2012-2013 ADM data is posted at http://dpi.state.nc.us/fbs/allotments/support/
- Total Budget Revenue
- Personnel Budget: Expenditures
- Operations Budget: Expenditures
 - Summary Overall Budget
 - Most charter schools develop their budget for 5%-10% less than projected ADM
- There are no "state funded" start-up fees for North Carolina charter schools.
- NC public charter schools are funded three times a year. The approximate allotment schedule is August (34% of projected ADM), November (32%), and February (32%).
- The final two allotments are calculated by the remaining balance of the actual ADM.



- NC Finance and Business services: http://www.ncpublicschools.org/fbs/
- Charter Schools Financial Operations:
 http://www.ncpublicschools.org/fbs/charterschools/
- NCDPI Finance & Business Charter School Resource Guide:
 - http://www.dpi.state.nc.us/docs/fbs/finance/reporting/
 gudes/charterschoolfinance.pdf
- 2012-2013 State Allotments: http://www.ncpublicschools.org/fbs/allotments/state/
- N.C. Capital Facilities Finance Agency
 https://www.nctreasurer.com/slg/Pages/NC-Capital-Facilities-Finance-Agency.aspx



- General statute 115C-238.29B (b) (6) ensures that all public charter schools develop procedures regarding financial audits.
- Procedures and methods for conducting an independent financial audit along with identifying a firm* (or multiple firms), approved by the NC Local Government Commission, they will contract with to conduct the annual audit.

*Application Note: Failure to identify a firm will deem the application incomplete.



- Alignment with mission
- Clarity
- Fidelity and Viability
- Evidences to support target student population



LEA Impact Statement:

- No longer required.
 - Applicants <u>may</u> deliver a copy of the completed application to the Local Education Agency in which the charter school is proposed to reside. The applicant may develop a letter to be signed by an authorized member of the LEA. A copy of this evidence may be delivered electronically to Deanna Townsend-Smith @ deanna.townsend-smith@dpi.nc.gov.

Applicant Signature:

- Should be signed by Board chair or board member
- An unsigned application is an incomplete application and will NOT be moved forward to the CSAB.

Required Appendices

- Appendix A: Evidence of educational Need (5 max.)*
- Appendix B: Curriculum Scope * (Grade Level Based)
- Appendix C: Instructional Calendar*
- Appendix D: Student Handbook (Draft)*
- Appendix E: Federal Documentation of Tax Exempt Status
- Appendix F: Organizational Chart*
- Appendix G: Initial Board Member Response & Resume*
- Appendix H: Proposed by laws*
- Appendix I: Articles of Incorporation*
- Appendix J: Copy of Non-Profit Organization Board Policies
- Appendix K: Copies of Meeting Minutes
- Appendix L: CMO/EMO Contract (If contracting with an EMO/CMO)**
- Appendix M: Projected Staff *
- Appendix N: Employment policies (Draft)*
- Appendix O: Insurance Quotes*
- Appendix P : Facility Form
- Appendix Q: Copies of Completed Inspections
- Appendix R: Revenue Assurances and/or Working Capital Report**
- Appendix S: Form 990**
- Appendix T: Additional Appendices Provided by Applicant



- Recruit a diverse and dedicated board to carry you through the first three to five years
- SBE approved application NO amendments during the process (except legal compliance)
- Alignment throughout the application
- Be realistic when deciding on a facility



- Letter of Intent
 - 12:00 Noon September 6,
 2013 (EST)
- Completed Online Application
 - 5:00 pm December 6, 2013
 (EST)



- Receive multiple support resources.
- Master the application specifications.
- Discuss the requirements for each section of the application.
- Answer participant questions regarding the application requirements.
- Review the evaluation tools
- Build a network of future charter school leaders.



- Contact
 - Deanna Townsend-Smith
 - deanna.townsend-smith@dpi.nc.gov
 - 919-807-3263
- Wikis
 - 2014 Charter Applicants Wiki:
 - http://nc2014charterapplicantresources.wikispaces.co m/
 - Governance Wiki:
 - http://charterschoolgovernance.wikispaces.com/
 - Planning Year Wiki:
 - http://nccharterschoolplanning.wikispaces.com/