

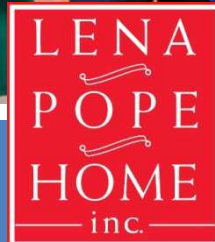
Chapel Hill
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4640



CWLA National Conference
Panel Discussion – New Programs that
Generate Revenue and Meet the Mission

April 15, 2013

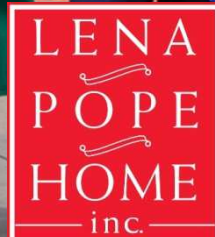


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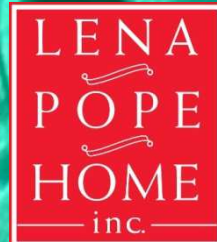
Our Mission

To help create *hope, happiness and success* for children and families.



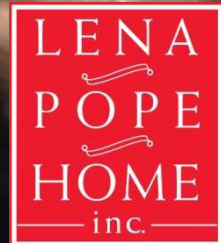
Lena Pope Home's Story

- Historically, a “traditional” child welfare agency
 - ▣ Begun in 1930 as an effort by Lena Pope and a group of ladies in the Broadway Baptist Sunday School class
 - ▣ Expanded rapidly in 30's and 40's
 - ▣ Eventually evolved to a full scale orphanage and later into group homes, foster care and adoption.



Lena Pope Home – A Decade Ago

- In the mid-late 90's, LPH was still a fairly traditional child welfare agency with group homes, foster care, adoption, and some counseling and therapy.
- At that time, LPH began a strategic and systematic move away from “deep end” out of home care and more toward prevention and early intervention.



Lena Pope Home – Why the transition?

- ❑ Research began to demonstrate that better outcomes were being achieved with prevention/early intervention.
- ❑ Move by Tarrant County to invest in early intervention to reduce out of home and detention placements, particularly for juvenile offenders.
- ❑ Agency's own results were showing better outcomes with less restrictive levels of care.



Lena Pope Home – The Transition Timeline

- ❑ Mid-90's – agency closes group homes
- ❑ Late 90's – 2001: agency operates pilot privatization project in Texas
- ❑ Early 2000's: major expansion of counseling and therapy services due to closing of family services organization in Fort Worth
- ❑ 2000's: agency grows alternative education partnerships with Fort Worth ISD and Juvenile Services.
- ❑ 2005: agency begins 4-year evidence based research and implementation project



The Beginning Thoughts of a Charter School

- ❑ The evidence-based research and the agency's own experience in alternative education leads to the decision to consider expansion through a charter school model.
- ❑ Following site visits, research, and study, the decision is made in 2006 to formally apply for a "Generation 13" Charter.

Charter Schools in Texas

- ❑ Charter Schools authorized in Texas by the Legislature in 1995
- ❑ Texas has a legislature imposed cap of 215 open enrollment charters
- ❑ To date, there are over 500 charter school campuses serving approximately 154,000 students in Texas
- ❑ Charter schools receive state funds based on the “average daily attendance” of students – same as traditional public schools
- ❑ However, charter schools do not receive funds from local tax revenue nor do they receive facility funding.

Other Aspects of Texas Charter Schools

- ❑ In almost all cases, open-enrollment charter schools cannot limit or screen students
- ❑ No tuition may be charged at charter schools
- ❑ Charter schools operate under the same accountability as traditional schools
- ❑ Charter students take the same assessment tests as traditional public school students
- ❑ Where capacity is limited, admission is frequently allocated by a lottery style process

Lena Pope Home's Application Process and Timeline

- LPH made formal application to SBOE on January 29, 2007.
- Following review of the application and an interview process, the charter was awarded on September 21, 2007 pending completion of contingencies.
- Contingencies and other requirements were not complete until May 7, 2008, leaving only approximately 3 ½ months before opening for the first day of school in August 2008.

Chapel Hill Academy Concept

- Focus is on serving economically disadvantaged students and achieving “Equity in Educational Achievement”
- Additional focus on serving children with “learning differences”
- Charter allows for up to 520 students
- Charter allows for expansion through 12th grade
- Currently remaining focused on elementary grade levels (Pre-K through 5th grade)

First Year Challenges

□ Culture

- ▣ Blending Lena Pope Home culture with new staff at separate location

□ New Bureaucracy

- ▣ Texas Education Agency
- ▣ New rules, regulations and guidelines (state and federal level)
- ▣ “Don’t know what you don’t know”

□ Fiscal

- ▣ Initial facility debt of \$2.6 million (tax exempt bond)
- ▣ First year budgeted deficit was (\$317,960) and realized deficit was (\$682,086)



Second Year Improvements and Growing Pains

- New Principal and New Agency Leadership
- Addition of 2nd grade; student population grows to 272
- Increased academic rigor with a primary focus on reading and literacy
- Greater focus on parent/caregiver accountability
- Added Summer Enrichment programming
- Fiscal deficit of (\$125,099), a \$560,000 improvement from the prior year

Chapel Hill Third through Fifth Year – Growth Continues

- Addition of 3rd through 5th grade – capacity grows to 500 students (300+ students on wait list)
- Additions of Gifted/Talented program, Full time Art program, After school enrichment, Spanish program, Nature Explore outdoor classroom, Gymnasium, Science Lab, etc.
- Build out of available remaining space plus a \$2.4 million expansion (private funding)
- Will “graduate” first class of 5th graders in 2013.
- Achieved balanced budget (with fundraising)

Chapel Hill Academic Success

- Texas Assessment of Knowledge and Skills (TAKS) testing in 2011 (“Recognized” accountability rating):
 - ▣ 91% of students passed the reading section with 38% achieving Commended Performance level
- 2012 STAAR testing (Met Federal Standards)
 - ▣ 90% of students met the standard for reading
 - ▣ 86% of students met the standard in math
 - ▣ 97% average attendance

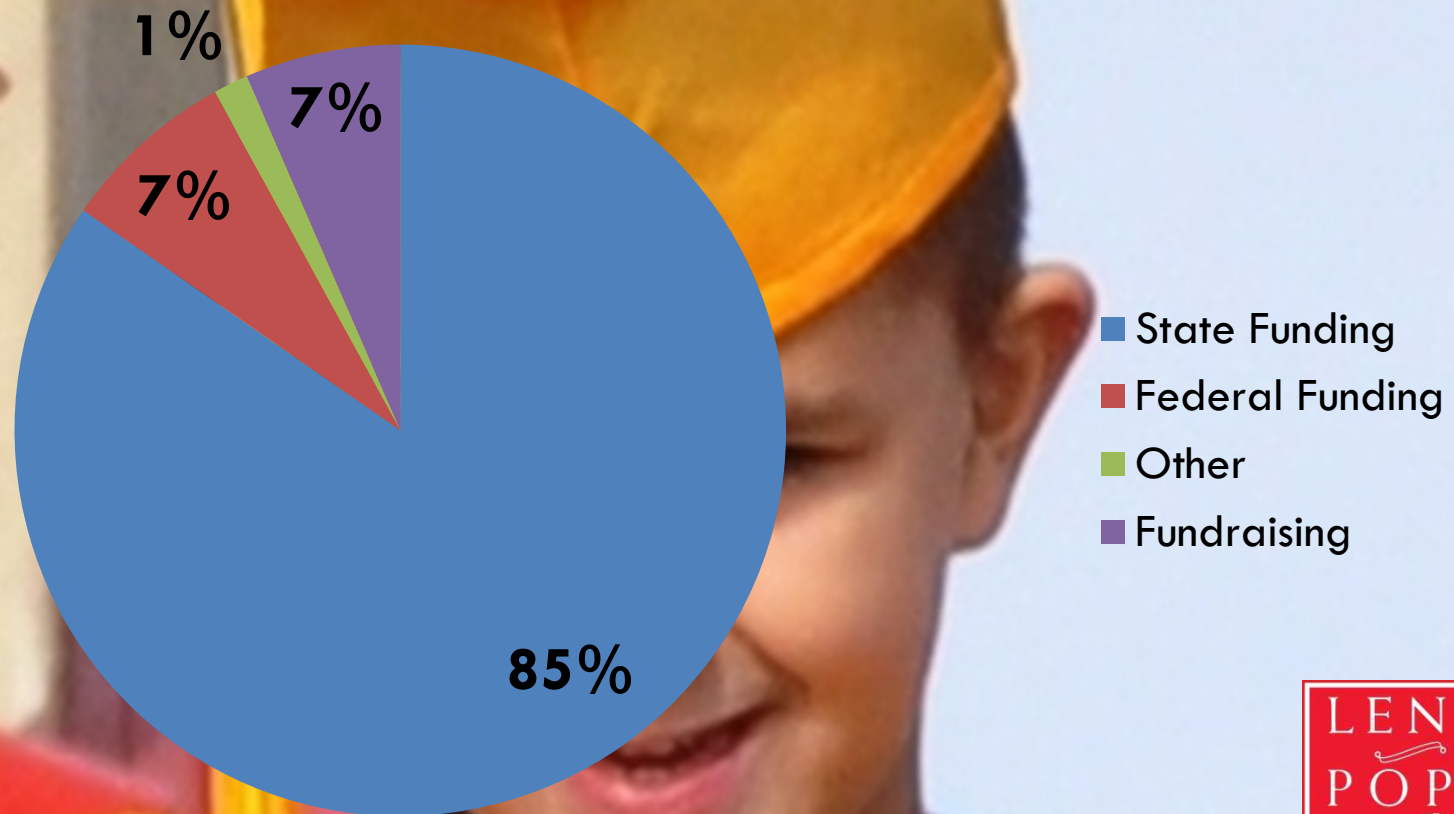
The Chapel Hill Academy difference

- Academic
 - ▣ Focus on literacy
 - ▣ After school tutoring
 - ▣ Volunteer tutoring program
- Social/Emotional
 - ▣ After school enrichment designed to reinforce life skills lessons taught during the school day
 - ▣ Enrichment opportunities include art, music, yoga, athletics, etiquette, recycling, and more
- Family Success
 - ▣ Access to all Lena Pope Home programming
 - ▣ On-site licensed social workers to provide counseling services for children and their families
 - ▣ Home visits to all students prior to first day of classes
 - ▣ JPS School Based Clinic in the building



Operational Funding

2012-2013 Funding Sources



Key Lessons Learned in Starting and Operating a New Charter School

- ❑ Mission alignment
- ❑ Start early with planning and preparation
- ❑ Find an academic niche to make your application and marketing compelling
- ❑ Hire Well; Fire Well
- ❑ Prepare to learn and navigate a new bureaucracy
- ❑ Be prepared and plan for major early financial losses and likely facility debt
- ❑ Be aware of your breakeven points
- ❑ Your current students and families are your best marketing tool
- ❑ Don't rush into expansion

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