

Fourth

Charter School Renewal

Application

for

Snowy Range Academy

Submitted by:

**Snowy Range Academy, Inc., a Wyoming nonprofit corporation
based in Laramie, Wyoming**

Submitted to:

**Albany County School District No. 1, a body corporate and political
subdivision organized pursuant to Wyoming Statutes § 21-3-101 et.
seq.**

Submitted:

April 5, 2022

Definitions and Rules of Construction

“ACSD#1 Policies” means the By-laws and Policies of the Board of Education, ACSD#1, as revised.

“Board of Directors”, “SRA Directors”, “SRA Board” or “Academy Directors” means the duly elected Board of Directors and governing body of SRA that is responsible for administering and governing SRA.

“Charter” means the most current authorization granting Snowy Range Academy the authority to operate a charter school which is the Third Renewal Contract executed by the District and SRA.

“Charter School” means the Core Knowledge school to be operated by Snowy Range Academy pursuant to the signed Fourth Renewal Contract. SRA is to be operated within the School District. By law SRA is a public school and operates as a governmental entity pursuant to Wyoming Statutes § 21-3-304(e).

“Charter School Act” means Wyoming Statutes §§ 21-3-301 through 21-3-314.

“District” or “School District” means Albany County School District Number 1, a body corporate and political subdivision of the State of Wyoming, organized pursuant to Wyoming Statutes §§ 21-3-101 et. seq., which operates a unified school district within Albany County, State of Wyoming.

“Facility Use Agreement” means the facility contract executed by both SRA and the School District on July 1, 2017 which reflects all agreements between the two parties regarding SRA’s use of its facility. See Appendix G for the Facility Use Agreement.

“Members” means the parents, legal guardians or other adult responsible for any child enrolled in SRA and SRA faculty, staff and administration employed by SRA.

“Renewal Application” means this Fourth Charter Renewal Application as amended prior to its approval by the School Board and upon which the Renewal Contract is based.

“Renewal Contract” means the final Fourth Charter School Renewal Contract executed by both SRA and the School District following the approval by the School District of SRA’s Renewal Application. The Renewal Contract will reflect all agreements between the District and SRA that are not included in the Renewal Application. A draft Renewal Contract is submitted at Appendix J.

“Snowy Range Academy” or “SRA” means Snowy Range Academy, Inc., a nonprofit corporation organized pursuant to the Wyoming Nonprofit Corporation Act.

“School Board” or “District Board” means the duly elected Board of Trustees of the Albany County School District.

“State Board” means the duly appointed Wyoming State Board of Education.

“Transportation Agreement” means the contract executed by both SRA and the School District which reflect all agreements between the two parties regarding the transportation of SRA’s students. A draft Transportation Agreement is submitted for the District’s consideration at Appendix K.

The following rules of construction will apply throughout this Renewal Application: (1) words in the plural form include the singular and words in the singular form include the plural; and (2) words in the masculine gender include the feminine and neuter genders.

Relationship and Roles of the SRA Board and the District Board

By law SRA is administered and governed by SRA’s Board of Directors in a manner agreed to by the Renewal Contract. SRA’s Directors are responsible for keeping the School Board and its administrative staff fully advised of the operations and activities of SRA. SRA’s Directors may delegate these responsibilities to its administrative staff, provided that SRA’s Directors remain ultimately responsible for accountability to the School Board. The School Board’s role is to oversee SRA’s Directors to ensure that SRA operates in compliance with the Renewal Contract and all applicable laws. The District will have the right and authority, as authorized by law, to direct SRA’s Board to take any and all actions necessary to cause SRA to operate in accordance with the terms and conditions of the Renewal Contract. The School Board may delegate its oversight responsibilities to its administrative staff, provided that SRA’s Directors have the right

to request that the School Board review any directive of the District’s administrative staff with which it disagrees.

SRA is presently operating successfully under the current governance model:

Cassie Miller	Chairperson/Emeritus/Parent Director
Lindsay Schumaker	Vice Chairperson/Parent Director
Kenneth Zheng	Treasurer/Parent Director
Derek Scasta	Parent Director
Charlie Zhang	Parent Director
Clayton Schultz	Parent Director
David Kling	Community Director
John Cowper	Principal
Amy Cowell	Employee Director

Executive Summary

The Snowy Range Academy (SRA) Board of Directors is pleased to submit this fourth charter school renewal application to the Board of Trustees (School Board) of Albany County School District Number One (School District). SRA’s ongoing goal is to provide an academically focused Core Knowledge school as a public school option within the School District. Snowy Range Academy is the state of Wyoming’s first public charter school and has previously had four successful five year charter terms granted. Recently, the state of Wyoming has provided the option for established charter schools to request a ten year charter renewal period. To that end, the SRA Board of Directors requests renewal of SRA’s charter for a ten-year term through and including School Year 2031-2032, effective July 1, 2022.

In March of 2020, SRA along with all schools in the nation were required to adjust to the impact of the COVID-19 pandemic. Students left for Spring Break and did not return to the classroom for the remainder of the 2019-2020 school year. SRA complied with all guidance and directives indicated by the Wyoming Department of Education (WDE) to implement a virtual learning

environment to carry-through to the end of the current school year. On April 1, 2020, SRA submitted an Adaptive Learning Plan that was approved for implementation by the WDE. This was very challenging for SRA as our technology resources were not sufficient to place a device in each student's hands to support their virtual learning and or participation. Although it was difficult, SRA was successful in their implementation of selected Learning Management Systems to continue to support student learning. Student learning was certainly impacted as there were notable differences in parents' ability to support their children in the home environment. Additionally, State WY-TOPP testing was canceled for the year and SRA was unable to complete scheduled end of year assessments. Although the challenge of the year was formidable, SRA was proud of our efforts to mitigate these challenges and continue to provide the best support and learning environment possible for our students.

The adjustments SRA and all schools were required to make impacted education in many ways. The delivery of instruction and the ability to assess student learning was a challenge felt by all. Not only were teachers unable to adequately assess student learning, but schools did not have access to standardized assessments to compare our students' learning to that of their state and national cohorts. Although SRA had all students participate on the Measures of Academic Progress (MAP) in fall and winter, not having the Spring performance information denied us the ability to accurately measure student growth and learning with this assessment. Additionally, the State of Wyoming canceled the Summative WY-TOPP assessment which further complicated SRA's ability to assess the growth of our students. This lack of data is troubling as schools use this information to plan instruction.

On July 1st of 2020, the Wyoming Department of Education issued directives and guidance to Wyoming schools concerning instruction requirements for the 2020-21 school year. The State's Smart-Start Guidance plan provided the expectation that districts (Charter Schools) submit a Reopening Plan to the WDE no later than August 3rd. The State's Smart Start Guidance plan outlined the expectations for what must be addressed in the plan to support acceptance. The key areas required included: expectations, definitions, communications, safety and wellness guidance, school operation guidance and instruction & technology. This information was disseminated to school staff and school leadership began the development of SRA's reopening plan for the 2020-21 school year.

On July 13th, the Wyoming Department of Education issued additional guidance. The 2020-21 Distance Learning: Guidance for Wyoming School Districts provided additional clarification of expectations and informed all schools of the attendance options which must be provided. The

guidance document defined three separate options for students. These options included: Remote Education Within Resident District, Classroom-based Virtual Education Within Resident District (CBVE), and Virtual Education Within Resident District. As a school, SRA chose the Classroom-based Virtual Education option as it allowed for both synchronous and asynchronous instruction delivered in-person or virtually. Although this option posed significant challenges, it was the most plausible solution considering SRA's resources.

For the remainder of the Summer, SRA staff worked to develop our Smart-Start Plan and solve two main issues: delivery of CBVE and mitigation procedures. Due to an extreme lack of technology, the delivery of CBVE posed the greatest challenge. At this time, SRA had 40 Chromebooks and 24 PC's for student use. Additionally, instructional staff each possessed a Surface Pro computer, document camera and projector. SRA was aware the existing inventory was not adequate for what we needed to accomplish, and we began working with the district to access funds intended to support our technology and other identified resource needs.

SRA administration filed the required Smart-Start Plan with the Wyoming Department of Education and Albany County School District #1 and cooperated with all follow-up requests to gain approval. As SRA participates in transportation, food services and sports, acceptance of SRA's plan was linked to that of ACSD #1. In addition to the Smart-Start Plan, SRA filed all required assurances with the State of Wyoming and ACSD #1. SRA's plan was accepted by the Wyoming Dept. of Education in August and planning continued.

To open the school safely, SRA needed to ensure students could be adequately spaced in their classrooms. This required a board approved cap on enrollment and a large amount of furnishings be removed from the classrooms. Furnishings which needed to stay on sight were relocated to the cafeteria for access. All furnishings determined to be non-essential were moved off-site for storage. The movement of furnishings allowed for students to be spaced 6 feet apart, which was recommended by health directives.

In addition to furnishings, SRA had several other issues to solve. To address these issues, we reviewed the daily routines of the school and determined what must be adapted. The following includes procedures impacted by mitigation measures.

- ❖ Safe and Effective Cleaning Procedures
- ❖ Mask Use
- ❖ Student Drop-off

- ❖ Building Entrance
- ❖ Classroom Transitions
- ❖ Bathroom Use
- ❖ Recess
- ❖ Lunch
- ❖ Student Pick-up
- ❖ Student/Staff Exposure & Quarantine
- ❖ Staff Leave

Although the above list is not exhaustive, it provides clarity to the challenges faced by our school community to safely reopen SRA.

The requirement to provide CBVE to students was the most difficult aspect of the year. Unlike district counterparts, SRA's teachers were required to deliver instruction to CBVE and in-person students simultaneously as funds were not available to hire additional teaching staff. Although these additional requirements soon became routine to our daily functioning, the burden of providing these attendance options never lessened. SRA was required to provide CBVE to students remaining at home permanently and for those impacted by temporary quarantine. Although the SRA staff and board worked diligently to prepare for this delivery model, adjustments were needed throughout the year to ensure sustainability.

The provision of CBVE combined with the time disruptions due to required mitigation procedures impacted the delivery and pacing of SRA's curriculum. SRA's curriculum was never intended to be delivered virtually, nor was there adequate time or resources to make all needed adjustments. Although teachers worked diligently to overcome these issues, there was no solution for time. With less time, movement through the curriculum was slowed. This reduction creates a domino effect that impacts learning in other areas. Additionally, assessment scores are likely to show a reduction in student growth overall.

In March of 2020, SRA projected enrollment for the 2020-21 school year was 274 students. Today, SRA's current enrollment is 232 students. While this significant reduction in enrollment allowed for adequate spacing of students, it will likely impact SRA financially. As the Wyoming State Legislature has yet to act on a funding solution, SRA will be hoping for the best yet preparing for possible budget reductions. In March of 2021, SRA predicted enrollment was 261 students. Unfortunately this enrollment projection was not realized.

While the last few years have been difficult to maneuver through, SRA will continue the work of school improvement in an effort to increase student performance and growth. As with all educational institutions, there is always room for improvement. SRA looks forward to continuing the positive relationship with ACSD #1 and acknowledges the benefit of a mutually supportive relationship.

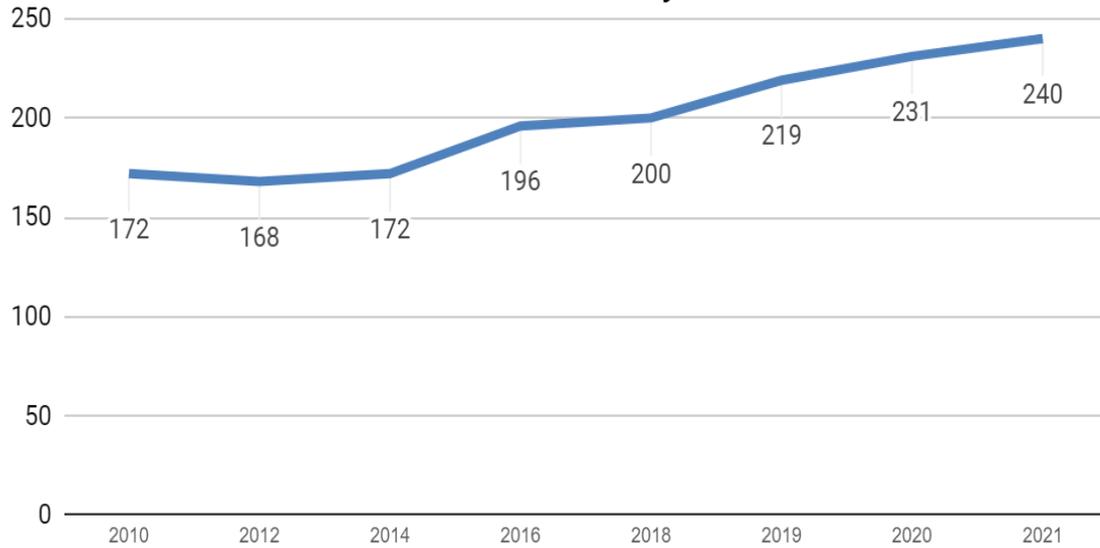
This application conforms to Wyoming Statute § 21-3-309(b) and Chapter 32 of the Rules and Regulations duly adopted by the Wyoming Legislature.

Subsection I

SRA enrollment has increased significantly since the school first opened in 2002 as a one-section K-5 school with 98 students enrolled. Over the years, additional grade levels and sections were added to address community demand. SRA currently serves 232 students in grades K-8. SRA's long term goal is to expand to two sections of each grade K-8 as funding permits. Projected enrollment for the 2022-23 school year is currently 260 students.

SRA has traditionally had more demand for seats than could be accommodated, with waitlists in the teens being the norm for our kindergarten. In 2015-2016 SRA experienced unprecedented demand for seats for our kindergarten classroom, with only four open seats available and over forty prospective students in the lottery. At this point, the decision was made to repurpose the Spanish classroom in order to add a second section of kindergarten. School enrollment grew by 12% that year. In 2016, a second section of first grade was added, increasing our enrollment to 196 students. SRA also reconfigured its grades by discontinuing ninth grade in order to coincide with the opening of the new Laramie High School, which began serving grades 9-12. The facility was successfully expanded during the summer of 2017 to accommodate a second section of second grade. In 2018-19, a second section of third grade was opened to accommodate incoming third grade students. In 2019-20, a second section of fourth grade was opened to accommodate incoming fourth-grade students. During the summer of 2020, one additional classroom and two teacher offices were added to accommodate a second section of fifth grade for the 2020-21 school year. Due to a reduction in enrollment for the 2021-22 SY, SRA reduced fourth and fifth grades to one section with plans for expanding as enrollment grows.

SRA Enrollment by Year



Student Mobility

Currently SRA has 238 students enrolled in Grades Kindergarten through 8th, with 87% of students enrolled in the spring of 2021 re-enrolling for the fall.

	Kinder	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	AVG
2010	N/A	75%	95%	71%	86%	83%	81%	67%	50%	64%	75%
2011	N/A	86%	96%	91%	91%	83%	94%	60%	100%	88%	83%
2012	N/A	86%	88%	92%	96%	88%	94%	71%	86%	67%	87%
2013	N/A	83%	89%	96%	83%	90%	79%	80%	100%	71%	86%
2014	N/A	88%	100%	89%	91%	78%	78%	48%	78%	11%	74%
2015	N/A	96%	83%	92%	84%	86%	68%	75%	55%	63%	82%
2016	N/A	94%	83%	83%	83%	91%	76%	71%	100%	N/A	85%
2017	N/A	88%	75%	88%	88%	83%	85%	81%	82%	N/A	84%
2018	N/A	97%	82%	91%	78%	92%	75%	98%	84%	N/A	87%
2019	N/A	88%	86%	85%	90%	81%	81%	85%	80%	N/A	85%
2020	N/A	92%	86%	84%	94%	87%	84%	90%	89%	N/A	88%
2021	N/A	91%	92%	91%	81%	79%	88%	82%	81%	N/A	87%

Student Body Composition

SRA is not a “neighborhood school;” therefore, we attract students from all over Albany County, as opposed to a specific geographic region within the county. The ethnic composition of our students is similar to that of the Albany County School District. Just like the other public schools in Albany County, SRA students come from diverse economic backgrounds, which is measured by students qualifying for free/reduced lunch (F/R Lunch). Due, in part, to Laramie’s transient nature, our free/reduced lunch population fluctuates greatly from year to year. The special education student percentage is calculated based on the services needed by students. Those services may include speech, counseling, occupational therapy, and other support services. For the last two years, SRA has had a nearly equal population of boys and girls.

	Caucasian	Hispanic	African-American	Native, Asian-American	ESL Students	Free/Reduced Lunch Students	Special Education Students
2010-11	78%	10%	7%	5%	2%	24%	15%
2011-12	81%	8%	6%	5%	1%	29%	7%
2012-13	75%	7%	8%	10%	9%	32%	14%
2013-14	69%	10%	9%	12%	3%	28%	8%
2014-15	74%	7%	6%	13%	0%	19%	7%
2015-16	76%	6%	3%	14%	2%	20%	7%
2016-17	79%	5%	2%	14%	1%	15%	8%
2017-18	79%	4%	1%	8%	2%	8%	13%
2018-19	76%	8%	2%	14%	3%	6%	12%
2019-20	80%	7%	1%	12%	4%	19%	10%
2020-21	80%	8%	2%	10%	3%	14%	9%

Subsection II

According to 2020-21 WY-TOPP test results, SRA’s overall scores exceeded the total averages for both ACSD #1 and the State in all assessment areas:

- 81% of SRA students in grades 3-8 scored proficient or advanced in reading;

- 77% of SRA students scored proficient or advanced in math;
- 81% scored proficient or advanced in science.

See detailed performance data in Appendix B.

Since the State of Wyoming initiated school accountability, SRA has been determined to be Meeting and/or Exceeding WAEA and ESSA expectations for growth, equity and achievement. Wyoming’s K-12 districts and schools are accredited by the Wyoming State Board of Education annually in accordance with W.S.21-2-304(a)(ii). The schools governed by each district are accredited through the district. Accreditation includes annual requirements as well as an on-site peer review once every five years.

SRA surveys its families annually to measure their satisfaction with the academic programs, leadership, and staff. Based on the Spring 2021 Parent Survey, 91% would recommend SRA to a friend and 87% of SRA parents re-enrolled their student for the following year. The three things parents most like about SRA are: 1) its rigorous curriculum and high academic expectations; 2) its excellent teachers and staff; and 3) its structured and consistent discipline system.

Goals

2018-21 Academic and Operational Goals	Supporting Data	Was Goal Met?
Standardized assessment measures will continue to fall at or above 87% in all assessed subject areas school-wide for all students.	2021-WY-TOPP ELA- 80.83% Proficient /Advanced Math- 77.16% Proficient/Advanced Science- 80.5% Proficient/Advanced	Yes
Become a Core Knowledge School of Distinction.	We postponed this goal due the pandemic. We will recommit to this in the coming year (2022-2023).	Ongoing
Continue facility expansion to match enrollment growth.	The Expansion committee has decided to engage two Architectural Engineering firms to design a Master Plan for SRA to expand into the building that the Dollar Tree currently occupies. The Dollar Tree has agreed to a one-year lease renewal that will end May 31, 2023. SRA plans to begin abatement and renovations in that space as early as June 1, 2023. We will add 7 classrooms by Fall	Ongoing

	of 2024 to accommodate our growth in enrollment.	
Ensure adequate funding for completion of capital construction projects.	The Expansion and Finance Committees have worked together in the past and will continue to join forces to secure funding for renovation and expansion projects.	Ongoing
Over the next 10 years, secure a permanent, purpose-built building to fit future enrollment needs.	This goal has shifted to instead renovate the current SRA building as our permanent school location.	No
Develop a master facility plan for SRA to expand to the remainder of the building.	The Expansion committee has decided to engage two Architectural Engineering firms to design a Master Plan for SRA to expand into the building that the Dollar Tree currently occupies. The Dollar Tree has agreed to a one-year lease renewal that will end May 31, 2023. SRA plans to begin abatement and renovations in that space as early as June 1, 2023. We will add 7 classrooms by Fall of 2024 to accommodate our growth in enrollment.	Yes

Become a Blue Ribbon School.	SRA was awarded the Blue Ribbon in September 2018.	Yes
Become an official Spalding school as determined by Spalding Education International.	We postponed this goal due the pandemic. We will recommit to this in the coming year (2022-2023).	No
Increase SRA's student recruitment and retention by a minimum of 5% annually.	SRA's enrollment increased by more than 5% for the school years 19-20, 20-21 but not for 18-19 or 21-22. SRA's retention has remained high, within 85-88% over the past five years.	No
Increase pay/benefits available to teachers/staff.	SRA successfully implemented a phased pay increase for staff over a 3-year period. SRA Staff now receive a salary within 10% of their counterparts at the District. SRA will be evaluating other benefits for staff in the coming years to determine additional adjustments that can be made in future budgets.	Yes

Students enrolled at Snowy Range Academy continue to outperform and, in some areas, outgrow their counterparts locally and nationally. Specific accomplishments this year include:

- Academic growth for all grade levels in math and reading between fall and spring as measured by MAP; and,
- The SRA Middle School has a higher percentage of students at or above proficiency on the WY-TOPP math assessment than other district middle schools.
- SRA saw a significant improvement in 8th Grade scores on the WY-TOPP Science test becoming one of the highest achieving schools in the district.
- SRA students continue to outperform state and district averages in many assessment areas in a variety of grade levels.
- WY-TOPP results show that, overall, the longer students remain enrolled at SRA, the more academic growth they show. Subsection III

Subsection III

See Third Charter Renewal Contract in Appendix A.

Subsection IV

See budgets in Appendix H.

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Appendix B:	Student Performance Data
Appendix C:	2021-2022 SRA Board of Directors Strategic Plan
Appendix D:	SRA Bylaws
Appendix E:	Attorney General Opinion on Wyoming Teacher Employment Law Applicability to Charter Schools
Appendix F:	2021 Employee Handbook
Appendix G:	2017-2027 Facility Use Agreement
Appendix H:	2021-2022 and 2022-2023 Budget and 5-Year Budget Projections
Appendix I:	2020-2021 Independent Financial Audit
Appendix J:	DRAFT Fourth Charter School Renewal Contract
Appendix K:	DRAFT Transportation Agreement
Appendix L:	Certified Employee Evaluation Rubrics
Appendix M:	2020-2021 Annual Report to Members
Appendix N:	SRA Financial Policies
Appendix O:	2021 SFD Charter School Facility Plan

Part I: Rationale for the Proposed School and Evidence of Support

Subsection I

The diverse community of Laramie values choice in education. Home to a university, technical school, and community college, Albany County strives to educate more than 4,000 K-12th grade students. Snowy Range Academy educates 11% of these students, which compares closely to the amount of students enrolled in the school district's other eight elementary schools. Snowy Range Academy offers families seeking an academically rigorous Core Knowledge education an opportunity to grow in an environment that fosters high time on task and character education. SRA currently employs 40 faculty and staff members and educates 232 kindergarten through eighth grade students.

Over the last five years, Snowy Range Academy's enrollment has increased by 18% (from 196 in 2016 to 238 in the fall of 2021). Similar to other schools in the state and district, SRA's enrollment declined slightly during the 2020-2021 school year.

Subsection II

(A) Parental, Teacher, and Student Involvement

SRA strongly encourages parental involvement in all aspects of school life. Involvement opportunities include completing homework with their own child/ren, volunteering in the school, helping teachers with projects, and participating in classroom and school-wide activities. Every family is encouraged to donate time to help develop school/home partnerships that will result in an increased quality of education for the students. In 2019, a group of dedicated parents formed an official Parent Teacher Association. SRA's PTA has since worked "to promote the collaboration and engagement of families and educators in the education of children and youth" (SRA PTA Bylaws). Parental involvement is also encouraged through representation on the Board of Directors and/or committee participation.

Teacher involvement outside of the classroom is ensured through employee representation on the Board of Directors, committee liaisons, and faculty meeting participation. SRA supports teachers by promoting collaborative decision making through Professional Learning Communities (PLCs) and having a team of experienced staff members serve on an administrative advisory committee.

SRA encourages student involvement in the school's governance through a student council. Students in grades 3-8 can run and are elected by their peers to serve for one school year. The goals of the student council are to promote a positive learning environment for all students through fun activities and a variety of community outreach projects.

Community involvement is cultivated through opportunities for members of our community to serve as Board of Directors representatives, participate on committees, volunteer in the school, present lessons or speak on classroom topics, and participate in SRA hosted community-wide activities. SRA aims to connect with the Laramie community through many modes of communication.

(B) Business Arrangements and Partnerships

Now in its 20th year of operation; SRA does not maintain business arrangements and partnerships with the local community for support purposes. The support from the community can be found in our parental board member involvement in addition to the desire from the community to meet demand evidenced by waiting lists and expansion.

(C) Public Meetings

Evidence of SRA's public meetings, meeting notices, and meeting summaries can be found on our website at: <https://www.snowrangeacademy.org/Board-of-Directors>.

(D) Enrollment

SRA enrollment has increased significantly since the school first opened in 2002 as a one-section K-5 school with 98 students enrolled. Over the years, additional grade levels and sections were added to address community demand. The school currently serves 232 students in grades K-8.

SRA has traditionally had more demand for seats than could be accommodated, with waitlists greater than ten being the norm for our kindergarten. In March of 2019, SRA and all schools experienced the impact of the COVID-19 pandemic. The resulting school closures and shift to virtual learning caused many parents to reconsider their child's educational environment. SRA's projected enrollment for the 2019-20 school year was 267 students based on letters of intent submitted for the following school year. SRA's actual enrollment for the 2020-21 school year was 231 students, which was 8% lower than Spring projections. While the 2021-22 enrollment has increased, SRA has not rebounded enrollment to post COVID levels.

Part II: Description of the Long Range Vision and Philosophy for Education

Subsection I

Snowy Range Academy provides excellence and fairness in education by operating according to policies based on values of inclusiveness, personal responsibility, honesty, self-reliance, and courtesy. The philosophy of SRA is to offer an academically rigorous, content-rich integrated educational program grounded in a common foundation and sequence of study. We believe in a phonics-first language arts program and use Spalding to deliver and build a foundation of literacy. We believe in high time on task and that class time should focus on academics and arrange classroom instruction to maximize student learning and minimize distraction.

Snowy Range Academy's Second and Third Charter Renewal allowed for expansion through Grade 12. Before any additional grade levels are added, SRA shall develop a plan for delivering its curriculum for approval by the School District Administration. A principal driver in this effort relates to the need to provide a continuous education path for SRA students in mathematics, science, language arts, and social science. The curriculum adopted for the grade expansion shall meet or exceed the curriculum requirements established by the State and the School District.

Subsection II

(A) Educational Philosophy

The educational philosophy of SRA has remained since opening its doors nearly 20 years ago. It is a belief in this philosophy that helped establish SRA and over time has demonstrated it to be successful. Presently, SRA is realizing the continued enrollment growth, high student achievement and currently meets or exceeds all WAEA and ESSA performance indicators. While these points alone do not encompass all of SRA achievements, they do indicate adherence to a successful philosophy. Continuation of our philosophy will be challenging as the school grows and becomes more diverse. As SRA grows, continued effort must be made to ensure the successful application of our philosophy to support continued growth and success.

(B) Student Learning

SRA continues to improve and monitor student learning built on the excellence of academics, character, and citizenship within a rich intellectual environment. Using the SRA Strategic Plan (Appendix C), student achievement data, PLCs, observation, and the MTSS process, student learning continues to reach and exceed the demands outlined in our previous charter. Since 2017,

SRA has begun building its MTSS process to better provide for all students and implemented PLCs along with data-driven discussions and decisions. After school tutoring helps support student growth for students in need of additional support in grades 3-8.

(C) Different and Innovative Teaching Methods

SRA continues to encourage and use innovative teaching methods through teacher education, observation, and discussion. As teachers understand new methods and techniques, they are encouraged to share and present their knowledge during professional development opportunities. Recently SRA has worked to incorporate primary sources in social studies and science and the Concrete Abstract Representational model in mathematics instruction. SRA continues to provide practice in reading comprehension by using higher level questioning strategies. Collaboration between subjects has offered middle school students opportunities to connect, design, and work together. As SRA builds their MTSS process, research-based resources and teaching methods are being introduced for instruction in Tier II and Tier III. SRA continues to grow and learn from student teachers and practicum students and actively seeks opportunities for teachers to work and observe one another to gain knowledge from colleagues.

(D) Opportunities for Teachers

While the last few years have been challenging due to COVID-19, SRA has and continues to support professional opportunities for teachers. In addition to the required curricular training, SRA staff are encouraged to participate in both district and state professional development opportunities. Staff have the opportunities to mentor new teachers and themselves be mentored by more experienced staff. Additionally SRA has two teachers who have presented at a conference, a teacher serving on the advisory group for Cambium Assessments, and multiple teachers who have attended UW Literacy Conferences.

Part III: Description of Education Program to be Offered

W.S. § 21-3-307(a)(i)

Subsection I

(A) Target Population

SRA will continue to serve students from throughout Albany County School District #1 for grades Kindergarten through Grade 8 for the length of the charter.

(B) Curriculum & Educational Program

Core Knowledge: SRA has adopted and implements the Core Knowledge Foundation's Curriculum Sequence as the framework of SRA's curriculum. SRA's educational program is designed to prepare K-8 students for a diverse and multicultural world. Core Knowledge is a well-developed, integrated curriculum (see www.coreknowledge.org) that offers teachers a graded sequence in language arts, math, literature, the arts, geography, history, social studies, and science, as well as consistency across all classrooms. It gives a common ground of content upon which faculty meet and collaborate to begin teaching a coherent, content-rich curriculum. Teachers have available to them the resources of the Core Knowledge Foundation to inspire their own classroom materials and methods to cover the target content areas for their grade level. Topics in each grade build directly on what was learned in previous grades, allowing for improved vertical and horizontal curricular alignment. Research shows that the Core Knowledge curriculum boosts standardized test scores and also increases teacher enthusiasm and parent satisfaction. SRA student performance (Appendix B) and satisfaction survey data strongly support these findings. The satisfaction survey data can be found in the Annual Report (Appendix M). The curriculum has been recognized for improving students' general knowledge, integrating an understanding of diversity into the curriculum, and bringing children of disadvantaged backgrounds into the mainstream of cultural knowledge. Lastly, the Core Knowledge curriculum supports and aligns with the Common Core State Standards adopted by the State of Wyoming.

Spalding Method Language Arts: SRA has adopted and implements the Spalding Method Language Arts program beginning in Kindergarten. The Spalding Method provides "explicit, sequential, multisensory instruction in spelling (including phonics and handwriting), writing, and listening/reading comprehension" (www.spalding.org). Spalding begins with phonics and spelling rules as students learn the "encoding" and "decoding" of English, and then moves rapidly to introduce children to creative writing and literature. SRA's initial curriculum

investigation concluded that the Spalding Method is the best and most cost-effective research-based systematic phonics instruction program. Spalding integrates instruction in spelling, writing, comprehension, and literature. At the higher-grade levels, emphasis shifts to the study of literature, writing, and advanced reading, study, and comprehension skills.

As written in the original charter in 2002, SRA has taught Saxon math with fidelity for the past 20 years. Beginning in the fall of 2022, Saxon Math will no longer be published or available for purchase. SRA is currently in the process of identifying math curriculums that match our educational philosophy. As SRA moves forward with curriculum planning, we are looking at curriculums aligned with Common Core State Standards, primarily teacher-led, including higher-level questioning and deep mathematical understanding. The new curriculum will be implemented in the fall of 2022 and be re-evaluated continually to ensure it is meeting the needs of SRA. SRA has always strived to meet or exceed outlined goals; as teaching practices change and the usability of curriculums are updated, SRA will continue to assess current practice and revise the math curriculum as needed.

Special Programs: SRA's Special Programs, or "Specials," include courses in Spanish, Art, Music, Physical Education, Technology, and Library. SRA considers these programs to be an integral part of its students' education. Physical Education is based on age-appropriate learning of "lifelong" skills. Spanish, Art, Technology, and Music are closely integrated with the Core Knowledge curriculum. Regarding the Spanish courses specifically, SRA recognizes the value of second-language learning at an early age so Spanish instruction begins in Kindergarten and is taught several times a week through every grade. Additionally, a character education program emphasizing core qualities, including honesty, self-reliance, and courtesy are taught as a separate unit of instruction.

(C) Student Learning

As evidenced by student data, SRA has been providing high academic achievement for students in Albany County for almost two decades. Through the strategic planning process, we will continue to address areas for improvement as they arise.

(D) Extracurricular Activities

Snowy Range Academy students have opportunities to participate in a wide variety of extracurricular activities staffed by SRA employees. These include: Battle of the Books, Lego Robotics, 3D printing, chess club, Math COUNTS, drama, various music, art, and Spanish electives, debate, history in film, and Mini Bank. In addition, the music department offers choir for third through eighth grades as well as beginning and advanced orchestra for fourth through eighth grades. More extracurricular opportunities are offered on an annual basis in response to

student interest. Additionally, all SRA students are able to participate in athletic opportunities through ACSD#1. To date, our students have competed with Laramie Middle School in basketball, track, Nordic skiing, swimming and diving, football, volleyball, wrestling, and cross country. All scheduling and coaching determinations are made by ACSD#1.

(E) Student Discipline

SRA's student discipline plan is clearly stated in our parent handbook. SRA emphasizes respect among students, teachers and staff, consideration for others, and friendliness. SRA has clear expectations, shared with teachers, parents, and students, about appropriate behavior. The discipline model adopted addresses inappropriate behavior with nurturing and support for the child. The key goal of Snowy Range Academy's disciplinary system is to relieve classroom teachers from the obligation to turn aside from the work of teaching in order to deal with a student who is not ready to learn at that time and to simultaneously, free other students from distraction so they are able to concentrate on their own work.

SRA follows the suspension and expulsion proceedings set forth in Wyoming Statutes §§ 21-4-305 and 21-4-306 except that SRA's proceedings are administered by the SRA Principal and Board of Directors. In the event that a student is suspended or expelled by the School District, SRA will treat that student the same as if they were suspended or expelled from SRA.

SRA is a public, non-sectarian, non-religious, non-home-based school, which operates within the School District. SRA does not charge for tuition. Admission to SRA is not, nor will it ever be determined by place of residence of student or parents, or academic abilities or achievements, including minimum test scores or IQ scores. SRA will comply with all applicable Federal, State, and local laws, rules and regulations, regarding non-discrimination. Without limitation, SRA shall not discriminate on the basis of race, color, creed, religion, national origin, ancestry, sex, disability, sexual orientation, or age except as otherwise provided by law. In addition, SRA will provide equitable access to, and participation in, its federally-assisted programs for students, teachers, and other program beneficiaries with special needs regardless of gender, color, race, disability, national origin, and age.

Wyoming Statutes prohibit the School Board from requiring any student to attend SRA. Students may choose to attend SRA, and any student wishing to leave SRA may pursue an inter-district transfer in accordance with existing enrollment and transfer policies of the District.

(F) District Accreditation

Pursuant to Wyoming State Statute, SRA is fully accredited through ACSD #1 as part of the State's district accreditation model.

Annually, SRA's academic, fiscal, and operational goals are submitted to the District for approval by the SRA Board. SRA has met and will continue to meet the vast majority of its annual goals and objectives each year.

Academic, fiscal, and operational goals may be found in the SRA Strategic Plan (Appendix C), developed by the SRA Board of Directors. This plan outlines the steps the Board of Directors and SRA administration must take in order to meet the long term goals of the school. The plan is reviewed annually by the Board of Directors and revised as needed.

(G) Meet and/or Exceeded Accreditation Standards

In addition to being fully accredited, SRA has consistently earned a proficiency of "Meeting and/or Exceeding Expectations" on the Wyoming Department of Education's WAEA report.

(H) Special Education

As a part of ongoing instruction, teachers identify any student who begins to fall below accepted levels of achievement. Once a student is identified as beginning to fail, the following process is initiated to remedy the problem:

The teacher assesses the problem and begins a remedial program that will include, but is not limited to, additional instructional time with the teacher or an aide, labs, at-home or after school work. If achievement has not improved, SRA follows District policy, as described in Section Three, Chapter 3004 of the ACSD#1 Policies (Programs and Services for Children with Disabilities). A Building Intervention Team (now known as Site Based Intervention Team or SBIT) is used to direct, evaluate, and document pre-referral intervention efforts for children referred to the team. As provided in ACSD#1 Policies, interventions in regular education programs include, but are not restricted to: remedial instruction, curriculum modifications, changes in instructional methodology, behavior management programs, peer tutoring and changes in teacher(s), school, or schedule. SRA follows all applicable School District policies and applicable law concerning children with disabilities.

Special education services at Snowy Range Academy are provided through the School District. The teachers and paraprofessionals who work with the students on Individual Education Plans (IEPs) are hired and supervised by the School District, but are asked to work within the SRA philosophy and procedures. SRA will continue to work with the District to provide special education services and referrals. Students currently on (IEPs) will receive all required support services as stated in the student's IEP. These District employees will be responsible for implementing services as stated in the IEP, attending IEP meetings, and updating all required

paperwork. SRA staff will follow District, State and Federal guidelines for referring students to Special Education and providing regular education services as stated in the IEP. The District will provide the appropriate educational evaluations for referred students. Because the District will have the responsibility of servicing Special Education students, the District will retain all appropriate Special Education funds.

Part IV: Identification of Measurable Pupil Outcomes

W.S. § 21-3-307(a)(ii) & (iii)

Subsection I

Snowy Range Academy is committed to continuous improvement. SRA's curriculum has and will continue to fulfill all state content and performance standards and benchmarks requirements. SRA conducts performance measures and programmatic assessments according to a regular schedule with the goal of clearly identifying where self-improvement or growth is most essential to support student learning outcomes. Student performance benchmarks and goals are established following a review of current and previous performance.

The establishment of learning benchmarks and goals is critical to student and school success. Ensuring continued achievement, growth and equity for all students can only be recognized through critical analysis of performance. Systematic review of student performance is achieved through monthly data team meetings. Through this process student performance and needs are reviewed to determine individual student needs.

In collaboration with SRA administration and staff, the SRA Board of Directors develops a 3-year strategic plan which outlines academic, fiscal, and operational goals. This plan may be found in the SRA Strategic Plan (Appendix C). This plan outlines the steps the Board of Directors and SRA administration must take in order to meet the long term goals of the school. The plan is reviewed annually by the Board of Directors and revised as needed.

Subsection II

SRA complies with and satisfies all assessment and accountability obligations required by all other schools within the School District, including but not limited to:

1. All state assessment requirements; and
2. All state accreditation requirements.

Wyoming Accountability in Education Act (WAEA) and Every Student Succeeds Act (ESSA) reviews of SRA's 2018-19 school year performance in the areas of growth, equity, achievement and English Language Proficiency (ELP) indicate the following:

WAEA

Growth- Meets Target
Achievement- Exceeds Target
Equity- N/A
ELP- N/A

ESSA

Growth- Above Average
Achievement- Above Average
Equity- N/A
ELP- N/A

See Strategic Plan, Appendix C.

Subsection III

SRA continuously conducts formative and summative assessments. These assessments range from classroom based measures to standardized assessments. In addition to the standardized measures, SRA teachers utilize curricular-based assessments and projects to determine student progress toward standards.

❖ Classroom Based Measures

- Daily Class Work
- Homework
- Observation of Students
- Weekly Spelling Tests
- Regular Math program assessments
- Monthly Morrison-McCall (M&M) Spelling
- End of Unit Assessments

❖ School-wide Assessments

- Measures of Academic Performance (MAP)
- Dynamic Indicator of Basic Early Literacy Skills (DIBELS)
- Intervention Screeners for identified students
 - with progress monitoring

❖ State and Federal Assessments

- WY-TOPP
- NAEP

Part V: Governance Structure of School

W.S. §21-3-307(a)(iv)

Subsection I

(A) Board of Directors

General Powers, Composition, Term of Office, Vacancies

(1) General Powers. SRA is administered and governed by the Board of Directors of SRA.

(2) Composition of the Board. The SRA Board of Directors consists of a total of ten directors, seven of which are voting directors. The Board of Directors includes 5 parents of enrolled students, 2 Community Directors, the Emeritus Director, SRA Principal, and one Employee Director. The Emeritus, Principal, and Employee Director serve as non-voting Directors of the Board of Directors. Where feasible, there is equitable representation of parent directors with students in the elementary grades (K-4) and the middle grades (5-8).

The Emeritus Director serves in a consultative or advisory capacity to the Board of Directors to ensure historical continuity. Board Directors who have served a minimum of two (2) years on the Board of Directors are eligible to serve as the Emeritus Director.

The Chairman, Vice Chairman, Secretary, and Treasurer are selected by the Board of Directors from its membership. No Director may hold more than one of these offices concurrently. The Principal, and Employee Director may not serve as officers of SRA.

(3) Term of Office. All terms of Directors, including Emeritus, Community and Employee Directors, are for two years. Elections to fill any Director and Community Director vacancies are held each spring at the Annual Meeting of the Board of Directors.

One parent in each family and each employee has one vote for each voting Director's vacancy. If an employee is also a parent member, s/he may have only one vote for each Director's vacancy. In the case of married employees, only one may vote for each voting Director's vacancy. If more than one vote is cast by a particular family or employee, then all of the votes for that family or employee are disqualified.

The Emeritus Director is approved by a majority vote of the Board of Directors then in office. Each employee will have one vote for the Employee Director's vacancy. Spouses of SRA employees may not serve on the Board of Directors. Only one member of a family, or member of a household, may serve on the Board at one time. Community Directors serving on the Board may not have immediate or extended family members currently enrolled or employed at SRA. Voting Directors shall not be employees of the Charter School.

(4) Vacancy. In the event of a vacancy during the unexpired term of a Directorship, a nominating committee is appointed by the Board of Directors to solicit and recommend to the Board of Directors a candidate to fill the remaining term of the vacating Director. The Director candidate is approved and appointed by a majority vote of the Directors then in office. In the event that the Board of Directors fails to approve a Director candidate, the nominating process is repeated until the vacancy is filled. A person chosen to fill a vacancy serves until the next election of the Board of Directors. An election is then held to fill the unexpired term, pursuant to WS § 21-3-308. Until a Director candidate is appointed, the four remaining Directors constitute a quorum for the transaction of business of SRA.

Operation of the Board of Directors

The Board of Directors meets at least once a month to review SRA's operations, receive reports from committees, SRA Principal and Business Manager, consider and adopt policies, consider requests and concerns from parents, students, and teachers, and perform other duties and functions of the Board of Directors. A majority of the voting Directors of the Board of Directors constitute a quorum for the transaction of business of SRA. No action of the Board of Directors is valid unless approved by a majority of the voting Directors of the Board of Directors.

Operational Powers

SRA's Board of Directors is responsible for SRA's operations within the limitation of any funding provided by the School District and other revenues derived by SRA consistent with law, and has authority to independently exercise, also consistent with Federal and State law, the following powers (including such other powers as provided for elsewhere in this Charter): contract for goods and services; approve a budget; approve recommendations for hiring personnel and for the compensation of that personnel; procure insurance; lease facilities for Charter School purposes; purchase, lease or rent furniture, equipment and supplies; and accept and expend gifts, donations, or grants of any kind in accordance with such conditions prescribed by the donor as are consistent with law and not contrary to any of the terms of this Charter.

In exercising these powers, SRA complies with all applicable District policies unless a specific waiver is obtained. SRA has adopted rules and regulations that are parallel, where relevant, to the School District's policies and procedures. Where SRA has modified District policies and procedures, approval has been granted by the School Board. SRA will continue to provide copies of any proposed changes to its rules and regulations to the School Board before it implements any changes. All such policies and procedures shall conform to any applicable state and federal laws. If the School District objects to any of the new or revised policies or procedures it will notify SRA of its objections within forty-five (45) days. If SRA does not receive notice of the School District's objections within forty-five (45) days after submitting the policy or procedure to the School District, the policy or procedure is deemed accepted. See Appendix D for Snowy Range Academy's By-laws. The School District will be given written notice of all accepted gifts, donations and grants, and any conditions thereof, within seven (7) school days of acceptance by the Board of Directors.

Annual Reports

The Board of Directors will be responsible for submitting annual reports required for SRA to the District. These reports will include a written revenue and expenditure report with comparison to the budget, and a written report concerning its operations, including, progress made toward its educational goals and objectives, policy development issues, student attendance and student discipline information, student accident reports, and personnel matters.

Dissolution

In accordance with W.S. § 21-3-305(e), upon closure of the charter school, any assets of SRA purchased with public funds shall become the property of the School District. All other SRA and Charter School assets will be disposed of as provided in SRA's Articles of Incorporation.

Non-Religious, Non-Sectarian Status

SRA agrees that it will operate, in all respects, as a non-sectarian, non-religious public school. SRA will not be affiliated with any nonpublic or sectarian school or religious organization.

Commitment to Nondiscrimination

SRA will comply with all applicable Federal, State, and local laws, rules and regulations, regarding non-discrimination. Without limitation, SRA shall not discriminate in any manner on the basis of race, color, creed, religion, national origin, ancestry, sex, disability, sexual

orientation, or age except as otherwise provided by law. In addition, SRA will provide equitable access to, and participation in, its federally-assisted programs for students, teachers, and other program beneficiaries with special needs regardless of gender, color, race, disability, national origin, and age.

Accountability

Snowy Range Academy will operate under the auspices of, and be accountable to, the School Board and subject to all School District policies and regulations unless specifically waived by the School Board.

Open Meeting Law

The SRA Board of Directors' meetings are subject to the provisions of W.S. § 16-4-401, et. seq., The Public Meetings Act, and the SRA Board of Directors complies with the provisions of the Act in connection with all of its activities.

(B) School Leadership

Principal

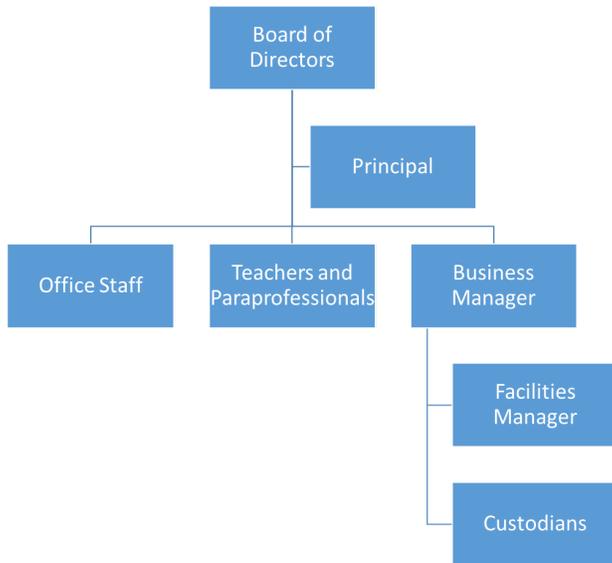
The Principal shall be subject to the direction and supervision of the SRA Board through the Chairman of the Board of Directors and serve as the executive decision-maker for the instructional operation of the Academy. The Principal is also responsible for ensuring the school operates in accordance with federal and Wyoming state statutes, and applicable ACSD#1 policy in regards to instructional matters. The Principal shall see that all orders and resolutions of the Board of Directors are carried into effect and perform all other duties incident to the office of Principal and as time to time may be assigned to such office by the Board of Directors through the Chairman of the board. The Principal is a non-voting member of the Board and shall attend all Board meetings.

Business Manager

The Business Manager shall be subject to the direct supervision of the Principal. The Business Manager is also responsible for ensuring the school operates in accordance with federal and Wyoming state statutes, and applicable ACSD#1 policy in regards to non-instructional matters. The Business Manager shall see that all orders and resolutions of the Board of Directors are carried into effect and perform all other duties incident to the office of the Business Manager and

as time to time may be assigned to such officers by the Board of Directors through the Chairman of the board. The business manager shall attend all Board meetings to provide a business manager's report.

(C) Organizational Chart



(D) Consent to Perform Background Check

All SRA Directors and employees must consent to and complete background checks through Wyoming Department of Family Services and Wyoming Division of Criminal Investigation.

Subsection II

(A) Employment Policies

SRA has complied with Wyoming Statutes by adopting a written handbook of personnel policies. These policies are based on the terms and conditions of SRA's Charter and they fully comply with Federal and State laws. The policies govern hiring, promotion, discipline and termination of personnel; methods and schedule for evaluating performance; duties and responsibilities of employees; conditions of employment; compensation; leaves of absence; and a plan for resolving employee-related problems, including grievance procedures. A copy of the Employee Handbook is provided in Appendix F.

On June 13, 2011, the Office of the Attorney General for the State of Wyoming issued the opinion that the Wyoming Teacher Employment Law (W.S. § 21-7-101 et. seq.) does not apply to teachers in charter schools (Appendix E).

(B) Relationship Between SRA and Employees

Any written contracts of employment will expressly provide (1) that the right of the employee to continued employment is dependent upon future funding of SRA, (2) an acknowledgment by the employee that he/she is not an employee of the School District, (3) a statement that in no event will the District owe any responsibility to any employee of SRA or Charter School, and (4) a signed covenant from the employee agreeing to hold the School District harmless from any and all acts of SRA and agreeing not to sue the School District.

SRA requires all employees to sign individual employment contracts. Employment contracts will clearly specify that (1) SRA is solely responsible for the payment of the SRA employee's salary and benefits, and (2) SRA employees are not employees of the District and that the District is not responsible for paying any salary or benefits of the employee.

(C) Staff Qualification Requirements

Certification: Those teachers employed on a full-time basis by SRA shall be subject to the same requirements with respect to certification by the Wyoming Professional Teaching Standards Board under [W.S. 21-2-802](#) and other qualifications as any other teachers authorized to teach in Wyoming public schools. (W.S. § 21-3-308(h)).

Application for Employment: Applicants for teaching positions must complete a formal application, furnish official transcripts for college work and letters of reference, and complete an interview with the Board of Directors or its representatives. All successful candidates for employment with SRA will be required to pass the same background checks required by other employees of the School District.

SRA may select its personnel directly without prior authorization from the School Board, subject to compliance with all federal and state rules and regulations, including, without limitation, requirements concerning the recruitment of applicants and the use of background and criminal checks, unless a specific waiver is obtained from the State Board of Education or other proper authority.

(D) Job Descriptions

Teachers for all grades will be responsible for the following: (1) fully implementing the School's curriculum (including the Core Knowledge Foundation's Curriculum Sequence, Spalding

Language Arts curriculum, Math curriculum), and the SRA Disciplinary System as adopted by the Board of Directors; and (2) providing all instruction consistent with SRA's Charter School Contract, Parent-Student Handbook and Mission/Vision Statement.

Special Education: Special education services at Snowy Range Academy are provided through the School District. The teachers and paraprofessionals who work with the students on IEPs are hired and supervised by the School District, but are asked to work within the SRA philosophy and procedures. SRA will continue to work with the District to provide special education services and referrals. Students currently on Individual Education Plans (IEPs) will receive all required support services as stated in the student's IEP. These District employees will be responsible for implementing services as stated in the IEP, attending IEP meetings, and updating all required paperwork. SRA staff will follow District, State and Federal guidelines for referring students to Special Education and providing regular education services as stated in the IEP. The District will provide the appropriate educational evaluations for referred students. Because the District will have the responsibility of servicing Special Education students, the District will retain all appropriate Special Education funds.

Other Staff: SRA may hire additional classified personnel as needed to help with managing the day-to-day operations. The Board of Directors will establish duties and qualifications for these positions.

(E) Employee Rights

No District employee will be required by the SRA Board of Directors to work at SRA. Rights of transfer within the District do not apply to SRA's teachers. SRA follows W.S. §21-3-313 regarding the status of teachers employed by the School District who are subsequently employed by SRA and their return to employment with a non-charter school in the district. The rights, if any, of any School District employee hired by SRA to return to the School District will be governed by and controlled by School District policy.

(F) Employee Reviews

SRA's Principal will be responsible for the supervision and evaluation of SRA's instructional and non-instructional administrative and support staff. SRA's Business Manager will be responsible for the supervision and evaluation of facilities and custodial support staff. SRA's Board of Directors will be solely responsible for evaluating the performance of SRA's Principal. Evaluations shall be as required by Wyoming law. The Board of Directors will conduct at least annually a formal evaluation of the Principal.

In 2015, SRA revised the teacher and principal evaluation in accordance with State Board of Education Chapter 29 rules. All certified staff are formally evaluated three times per year using the rubric created by the Colorado Department of Education. These evaluation rubrics can be found in Appendix L.

(G) Procedures for Reprimands and Firing

SRA follows Wyoming suspension and dismissal statutes for initial and continuing contract teachers (See W.S. § 21-7-105, 21-7-106, and 21-7-110). Policies for reprimands and termination of employees are included on pages 25 and 26 in the SRA Employee Handbook (Appendix F).

(H) Wyoming Retirement System and Federal Social Security

Retirement and Social Security Benefits: Employees of the SRA will participate in the Federal Social Security System and the Wyoming State Retirement System, to the extent as if it were a school within the School District. Employees who were employees of the District during the prior year will therefore retain continuity with existing retirement benefits, and new employees will participate in a similarly transferable system. All SRA employees will be members of the Wyoming State Retirement Association and subject to its requirements. SRA will be solely responsible for the cost of all employer contributions to the retirement system.

Subsection III

Insurance: SRA will be responsible for securing appropriate insurance coverage, including errors and omissions coverage for SRA, its Board of Directors and employees. SRA will investigate and give preference to securing such insurance as an additional named insured to the District's insurance policy for property, general liability, and Workers' Compensation coverage and will be responsible for paying the amount for such additional coverage in the event that this option is available and affordable. SRA reserves the right to independently contract for equivalent insurance coverage.

Legal Liability: SRA is fully responsible for the legal liabilities of the school, except for claims arising from the actions of School District personnel working at SRA or on SRA's property. School District employees are covered under the School District's liability policies.

Subsection IV

SRA will comply with all District policies and regulations, and applicable Federal and State laws, concerning the maintenance and disclosure of student and employee records.

Subsection V

SRA will comply with all District policies and regulations and applicable Federal and State laws concerning employee welfare, safety and health issues.

Snowy Range Academy has adopted and follows the school district's health and safety procedures to ensure the health and safety of SRA's staff and students. These include, but are not limited to, fire safety, active shooter, tornado safety, immunizations, student abuse reporting, and other emergencies, as well as other requirements imposed by State and Federal laws.

Unless otherwise agreed to in writing between SRA and the District, SRA is and will continue to be solely responsible for all costs that should be incurred should SRA fail to comply with the District's health and safety standards.

If the District receives additional State funding for health and safety matters based on student enrollment numbers that include the students enrolled in SRA, SRA will be entitled to its pro-rata amount of any such funding.

Subsection VI

Any and all contracts executed by or on behalf of SRA will include the following language:

The undersigned understands and agrees that this contract is solely with Snowy Range Academy, Inc., a Wyoming nonprofit corporation, and that it is not with Albany County School District Number 1. The undersigned covenants and agrees that it will not seek to enforce this agreement against Albany County School District Number 1. The undersigned further covenants not to sue Albany County School District Number 1 as a result of entering into this Contract.

Contract Purchasing: SRA requests that it be permitted to purchase goods and services through the contracts in effect with the School District and its vendors. SRA also requests that it be permitted to obtain and purchase goods and services when it is in the best interests of SRA to do so, and to enter into purchasing contracts beyond those in place with the District.

Part VI: Facilities Plans

Subsection I

Funding for SRA’s facility is provided pursuant to the provisions set forth in W.S. § 21-3-110 21-3-314(c)(ii), and 21-15-109 which direct the School Facilities Commission to provide specified levels of funding for SRA’s facilities including routine and major maintenance payments.

(A) Geographic Location

Since its inception, the SRA facility has been located at 4037 E. Grand Avenue in Laramie, WY. The charter school originally leased space in the building until October 2014 when the State of Wyoming purchased the building for the charter school’s use. The Wyoming Department of Administration and Information transferred the entire property to ACSD#1 on October 22, 2014. ACSD#1 is the owner and landlord and has appointed SRA as the principal manager of the entire property until June 2027.

(B) Renovation Costs

SRA must continue to expand its current footprint in order to provide adequate classroom space for our growing student population. Below is a list of construction and renovation costs for the last 5 years. SRA’s major maintenance and in-kind rental funds have funded these opportunities.

Year	Description	Cost
2016-2017	Gymnasium and classroom renovation	\$ 246,875
2017-2018	Gymnasium and classroom renovation	\$ 240,680
2018-2019	LED retrofit light project	\$ 23,620
	Front entry security upgrade	\$ 9,050
	Science lab exterior door replacement	\$ 4,068
	Renovation: Middle school Language Arts classroom, 5th Grade B classroom, Teachers Lounge	\$ 156,876
2019-2020	Renovation: Spanish teacher office, student workroom/ Conference Room C	\$ 39,440
	Nurse's office flooring	\$ 1,035
2020-2021	No renovation projects	

See Appendix G for SRA’s Facility Use Agreement with ACSD#1 (2017).

See Appendix O for SRA’s 2021 Charter School Facility Plan.

Snowy Range Academy's Long-Term Expansion Plan

The Snowy Range Academy (SRA) Board has established an Expansion Committee to develop both short-term and long-term plans for SRA. Significant planning had occurred prior to the COVID-19 pandemic and unfortunately, this community health challenge greatly delayed any progress for two years. In the fall of 2021, the Expansion Committee reconvened to continue progress for planning purposes. This plan compliments SRA's current efforts at renewing our charter after 20 years of existence and the consideration of the renewal of the retail lease in portions of our building. In addition, SRA endeavors to be an asset to ACSD#1 by accommodating more Middle School students, streamlining/eliminating landlord responsibilities, and providing sound financial plans for renovation and maintenance of our physical space.

Historical Perspectives

Initially, the facility was leased by SRA through members of the Walton family whose trusts owned or leased the building. After many years, SRA approached the State of Wyoming requesting an appropriation for the permanent acquisition of the building and location. In 2012, the Wyoming State Legislature appropriated funds to study the suitability and economic feasibility of purchasing the building for SRA's use. In a report commissioned by the Fanney-Howey firm titled "Snowy Range Capacity Study", the recommendation was formalized to the State of Wyoming. The following year in 2013, the Wyoming State Legislature made an appropriation for the acquisition and renovation of the existing SRA. This appropriation further established that the Building was to be transferred to ACSD#1 and that ACSD#1 would be responsible for the maintenance and operations of the building with the transfer completed on October 22, 2014. This relationship is facilitated in a Facilities Use Agreement which was renewed with a 10 year term in the most recent iteration on July 1, 2017. This agreement was approved by the State of Wyoming and the Wyoming State Construction Department – School Facilities Division.

Expansion Committee Work

The SRA Expansion Committee, as established by the SRA Board, is composed of 11 members including the Principal and the Business Manager, Teachers (4), Board Members (4), and the Chair of the Board. The SRA Expansion Committee reconvened in the fall of 2021 as the COVID pandemic began to wind down in order to revamp planning. The Expansion Committee reviewed site suitability, building suitability, and enrollment projections. The Expansion Committee then answered several existential questions about the location and facilities. The Expansion Committee unanimously decided that the current physical location is where SRA should be while recognizing that the building will need additional renovation to accommodate our growing school. Importantly, it was noted that by the fall of 2024 there would be a need for additional classrooms as two sections of lower grades advance into Middle School. Additionally, the 5-year average for enrollment growth has been 4% with fluctuations from less than 1%

growth to up to 9.5% growth. In January 2022, the SRA Board approved a one-year extension for the Dollar Tree lease with renovation of that space scheduled to begin in 2023. In March 2022, Dollar Tree affirmed the one-year lease extension through May 2023.

Needs and Final Recommendation

In order to best articulate the needs and justification for this recommendation, below are two tables describing future growth. Table 1 demonstrates current enrollment and staffing with projections for needs. Table 2 demonstrates current facilities space with projections for needs. The growth of the middle school will necessitate additional classroom space as well as additional toilet capacity for students and teachers alike. SRA’s current average classroom size is 875.7 square feet (\pm 92 square feet standard deviation). SRA’s average resource room size is 169 square feet (\pm 62 square feet standard deviation). SRA anticipates renovating the retail space currently occupied by Dollar Tree to include new classrooms that are on average 875 square feet with an estimated total space of 1,300 square feet per room including the necessary hallway space. In addition, there will be remodeling of bathrooms and the front entryway of the building. SRA will approach an architectural firm to begin the design process and will work to develop more specific details about the layout, construction timeline, and the process immediately.

Table 1. Enrollment/Personnel currently and projected.

Enrollment/Personnel	Where we are today (2021-2022 Academic Year)	¹Where we are going (2026-2027 Academic Year)
Enrollment (K–8 th)	233	338
Core Teachers (K-5 th)	10	12
Core Teachers (6 th –8 th)	4	6
Specials Teachers	6	10
Instructional Facilitator	0	1
Educational Support Interventionists	1.5	2
Paraprofessionals	5	6
Administrative Staff	4.5	5.5
Custodial Staff	2	2.5
Total Staff	33	45

¹Projections based on rolls; maximum total enrollment capacity of students (K-8th) by 2026-2027 is estimated to be 384.

Table 2. Facilities currently and projected.

Facilities	Where we are today (2021-2022 Academic Year)	¹Where we are going (2026-2027 Academic Year)
Core Classrooms (K-5 th)	10	12
Core Classrooms (6 th -8 th)	4	8
Specials Classrooms	5	10
Resource Rooms	4	5
Administrative Offices	3	4
Support Offices	3	4
Custodial	3	4
Student Toilets	16	20
Staff Toilets	1	2

¹Projections based on rolls and maximum total enrollment capacity of students (K-8th) by 2026-2027 and associated space needs.

Financial Plan

SRA will be able to offset the loss of revenue from the Dollar Tree lease with the gain in ADM revenue, enrollment increases. There will only be one school year, 2023-2024, when SRA will not occupy the Dollar Tree space. The rental fund account along with the increased ADM will cover any repairs and maintenance needed. When SRA occupies the space, Major Maintenance funds will be available for maintenance and repairs inside of the building.

Funding the Buildout

SRA has reached out to Schoolhouse Development LLC, which is an organization that exists to help give charter schools access to capital and development expertise to help charter schools improve their educational facilities. Glenn Way, the President of Schoolhouse Development LLC, will present to the SRA Board.

SRA has visited with Mitchell Schwab about municipal bonds for 501-C3's, specifically for charter school growth. This firm helps charter schools obtain these municipal bonds for the expansion needs of the school.

In addition to the above, additional sources of funding will be considered, including major donors, fundraising, crowdfunding, SRA operating reserves (SRA would only use a small portion, 30-40%, of the reserves at most to fund the project), and bank loans. In the past, SRA

has engaged with First Interstate Bank and American National Bank for past expansion needs and both have been open to discussing loan options.

Part VII: Admission and Enrollment Policies

W.S. §21-3-307(a)(vi)

Subsection I

Snowy Range Academy follows District policies on age and health requirements for admission. Students of Snowy Range Academy must be eligible to attend school within Albany County School District Number One.

(A) Admissions Period

SRA conducts an annual lottery for enrollment by April 15th. Students are then admitted in August based on lottery results. Students on the waitlist are admitted on a rolling basis as seats become available.

- **Age requirements:** In accordance with W.S. § 21-4-302 (a) and (b), SRA uses the following registration criteria:
 - To register for kindergarten a student must be 5 years old on or before August 1 of that school year.
 - To register for first grade a student must be 6 years old on or before August 1 of that school year.
 - Consistent with District policy, SRA requires a birth certificate or other legal documentary evidence of birth.

- **Grade requirements:** All students in grades one through eight applying for admission to SRA are required to take placement testing. The purpose of this testing is to ensure that the incoming student is placed in the grade most appropriate for his or her academic performance in order to allow for maximum academic success in SRA's accelerated program. This placement testing will not be used to deny entrance into SRA. Kindergarten students will not be required to participate in placement testing. Remedial or school-year tutorial work may be recommended for the summer prior to enrollment for those students with identified deficiencies.

- Health requirements: As set forth by W.S. § 21-4-309, all students are required to show proof of immunizations.

(B) Lottery Process

The following procedures are applied for admission to SRA:

All parents/guardians must submit a letter of intent and then students will be accepted as follows:

1. Previously enrolled students will be accepted first.
2. Siblings of enrolled students will be given priority for enrollment until the grade level enrollment capacity is reached. Students will thereafter be accepted by lottery until SRA has reached its grade level enrollment capacity.
3. Preference will be given to children of employees.
4. Preference will be given to students whose parents attend an information open house.

(C) Waiting List

Vacancies during the school year may occur whenever the number of students enrolled in class is below that class's capacity. When a vacancy occurs during the school year, that vacancy may or may not be filled at the school's discretion. If SRA chooses to fill the vacancy, the prior lottery list has been exhausted, and there are more applicants in the enrollment pool than spaces available, the spaces will be filled by lottery among those students currently in the enrollment pool, with the exceptions listed above. In-district transfer students will only be accepted at semester and will not be allowed to transfer in mid-year.

Part VIII: Financial Information

W.S. §21-3-307(a)(viii), (xiv), (xv), & (xvi)

Subsection I

Pursuant to W.S. §21-3-307(a)(xiv), SRA submits the following evidence that the plan for SRA is economically sound.

Enrollment Projections for 2022-2023 through 2026-2027

Budget Year	Minimum Enrollment	Maximum Enrollment
2022-2023	245	296
2023-2024	251	312
2024-2025	257	336
2025-2026	264	360
2026-2027	270	384

Subsection II

SRA's Comprehensive Budget for the past term and upcoming term of five (5) years can be found at Appendix H.

Subsection III

(A) Economic Soundness

SRA's budget for the current school year 2021-2022, as well as budget projections for the term of the charter are found in Appendix H. For the purpose of the 5-year budget, state revenue figures are based on 2021 state budget allocations and assume a 2% increase in ADM funding each year and no increase or decrease in Major Maintenance funding. The 5-year budget also considers the SRA salary schedule as approved by the SRA Board of Directors in summer 2021. Over the course of the next 5 years, SRA is projecting a net surplus (not including depreciation) each year.

The excess funds will be saved as reserves to be used on future operating expenses and expansion endeavors.

(B) Description of funds

(1) State Funding

Average Daily Membership (ADM), Amount of State Funding and SRA's average daily Membership (ADM) are calculated pursuant to W.S. § 21-3-314.

SRA's funding is dependent upon appropriations by the Wyoming Legislature. The amount of SRA's funding for each fiscal year is calculated in accordance with state law. In accordance with W.S. 21-3-314(c)(i), (ii), and (iii), the charter school shall be entitled to the benefit of one hundred percent (100%) of the foundation program amount computed under W.S. 21-13-309(m) based upon the average daily membership of the charter school, less any district level amounts generated by the charter school's membership under W.S. 21-13-309(m) and less amounts specified under W.S. 21-13-309(m)(v)(E).

The charter school shall be entitled to the benefit of one hundred percent (100%) of the amount to be contributed to the school district under **major maintenance** payments pursuant to W.S. 21-15-109 based upon the proportion that the charter school educational building gross square footage contributes to the district educational building gross square footage; The charter school shall be entitled to the benefit of one hundred percent (100%) of the amount generated by the payroll of its employees in allocating any school district salary adjustment pursuant to W.S. 21-3-313(c).

As set forth by Wyoming Statutes, all funding allocated to SRA passes directly through the School District to SRA.

(2) Funding for Leased Facilities

Funding for SRA's facility is provided pursuant to the provisions set forth in W.S. § 21-3-110 21-3-314(c)(ii), and 21-15-109 which direct the School Facilities Commission to provide specified levels of funding for SRA's facilities including routine and major maintenance payments.

(3) Centralized Services; Specific Budget

Pursuant to W.S. § 21-3-314((d)) The charter school may also contract with the school district for centralized services provided by the district including curriculum, media services, libraries and federally required educational services such as special education. In the event that third party subsidies for reimbursement of the District's food service or IT programs are reduced or eliminated, SRA shall be required to reimburse the District for the portion of the District's general fund subsidy no longer covered by any third party subsidy. For the food service program, SRA will be billed at the end of each month for the actual number of meals served. For IT charges including SRA usage of, PowerSchool, and Phoenix Learning, SRA will be billed annually based on the prior year ADM. SRA shall be notified by the District of any cost increases to existing contracts, or of new contractual charges annually, by no later than April 1, such that SRA can budget accordingly.

Pursuant to W.S. § 21-3-314(e), in lieu of paragraph (a)(iv) and subsections (c) and (d) of this section, the district and SRA may by mutual agreement fund SRA through a specific budget for SRA.

(4) Endowments

All District-wide funds received from private endowments, gifts, donations, etc., will be shared pro-rata with SRA, unless another basis is used for distribution, (such as all elementary school children or per elementary school). In such an event, SRA will receive the applicable prorated amount based on the defined method of distribution. Endowments specifically earmarked for a project or single school are exempt from this requirement. Services to the District available at low, reduced or no cost will be made available to SRA on the same basis as those services are available to the District. The District agrees to provide information about such goods or services to SRA.

(5) Books, Software, and Library

Library books, software and other library resources acquired by a school within the School District using ADM funding may be made available to SRA, on request. Similarly, library books, software and other library resources acquired by SRA using ADM funding may be made available to other schools within the district, on request. Any equipment or materials that are dedicated solely to the use by or at SRA will be purchased by SRA from the District at cost.

Subsection IV

SRA's ADM funding from the State relates to student enrollment. Due to SRA's steady increase in enrollment over the past five years, state funding has also increased, by an average of 4% per year and 17% over the 5-year period. Expenditures over the same 5 year period have increased on average less than one half of a percent per year and less than one percent over the 5 years. As a result, SRA has operated in a surplus for each of the last five years. This surplus has been saved in a money market account to be used for future expansion and to cover any future operating budget deficit.

Subsection V

(A) Financial Policies and Internal Controls

See Appendix N for SRA's financial policies.

When a staff member desires to make a purchase, he/she must submit a Wish List to the Business Manager. If the purchase is for \$400 or less, the SRA Principal can approve the purchase. The SRA Finance Committee must approve any purchases that are more than \$400. Certain operating costs that are necessary and regular do not need to be approved via Wish List. The Business Manager enters all bills, writes checks and reconciles the bank accounts. Two authorized signers must sign all checks, regardless of the dollar amount of the check. There are five authorized signers—the SRA Board Officers and the SRA Principal. The SRA Treasurer reviews the bank reconciliations once the Business Manager has completed them each month. The SRA Treasurer also reviews and approves the payroll prior to the Business Manager submitting it for payment.

(B) Financial Reports

Internal financial reports are issued monthly and are approved by the SRA Board of Directors. The reports include Statement of Financial Position, Statement of Activities, Profit & Loss Budget Overview, Activities Budget Comparison and Statement of Cash Flows.

(C) Annual Audit of Finance and Administration {W.S. § 21-3-307(a)(viii)}

Annually, an independent certified public accountant audits and issues an opinion on SRA's financial statements. The auditor uses their judgment to select specific procedures based on risk of material misstatement of the financial statements, whether due to fraud or error. The auditor considers internal controls relevant to SRA's preparation and fair presentation of the financial statements.

See Appendix I for the 2020-2021 Independent Audit conducted by BDO USA, LLP.

Part IX: Transportation

21-3-307(a)(xx)

Subsection I

SRA and the School District entered into a Charter School Transportation Contract dated September 27, 2002 for the 2002-2003 School Year. The Parties have continued that relationship over the years. SRA proposes that the current transportation relationship between the Parties be continued with the provision that the School District provide not less than three (3) buses to accommodate the current transportation routes to and from SRA to satisfy the needs of SRA Students. SRA agrees to participate in any discussions directed toward planning and designing more efficient transportation routes as the District's schools and transportation routes are reconfigured.

An updated Transportation Contract is submitted with this application in Appendix K.

Part X: Displaced Pupils

Subsection I

Displacement Plan {W.S. §21-3-307(a)(xvi)}

This provision of the law is not applicable to SRA because no pupils, teachers, or other employees will be displaced by SRA's operation. SRA interprets this language to apply only to converted charter schools.

Part XI: Waiver Requests

Subsection I

Waivers from District and State Policies

SRA and the School District will follow the provisions set forth in W.S. § 21-3-304(g) waivers.