



Part I: Cover Page – Organization Information

Organization Information		
Organization Name:	STRIVE Prep	<input type="checkbox"/> New or <input checked="" type="checkbox"/> Continuation Submission
Primary Contact:	Chris Gibbons	
Email Address:	cgibbons@striveprep.org	
Phone Number:	720-201-4787	
Mailing Address:	2480 W. 26 th Ave. B-360, Denver, CO 80211	
Organization Category (select all that apply)		
<input checked="" type="checkbox"/> Charter Network, Charter Management Organization or Charter School <input type="checkbox"/> Turnaround Leader Development Provider <input type="checkbox"/> Management Partner <input type="checkbox"/> Stakeholder Engagement Specialist		
Preferred Geographical Region(s) in Colorado to Work In (select all that apply)		
<input checked="" type="checkbox"/> Metro Denver <input type="checkbox"/> Front Range (Colorado Springs, Ft. Collins) <input type="checkbox"/> Rural / Mountain / Western Slope		

Indicate the school district(s) or BOCES your organization is willing and able to engage with:

District name	City	County name
ANY SCHOOL DISTRICT or BOCES	ALL	ALL
Academy 20 School District	Colorado Springs	El Paso
<input checked="" type="checkbox"/> Adams 12 Five Star Schools School District	Thornton	Adams
<input checked="" type="checkbox"/> Adams County 14 School District	Commerce City	Adams
<input checked="" type="checkbox"/> Adams-Arapahoe 28j School District	Aurora	Arapahoe
Agate 300 School District	Agate	Elbert
Aguilar Reorganized 6 School District	Aguilar	Las Animas
Akron R-1 School District	Akron	Washington
Alamosa Re-11j School District	Alamosa	Alamosa
Archuleta County 50 Jt School District	Pagosa Springs	Archuleta
Arickaree R-2 School District	Anton	Washington
Arriba-Flagler C-20 School District	Flagler	Kit Carson
Aspen 1 School District	Aspen	Pitkin
Ault-Highland Re-9 School District	Eaton	Weld
Bayfield 10 Jt-R School District	Bayfield	La Plata
Bennett 29j School District	Bennett	Adams
Bethune R-5 School District	Bethune	Kit Carson
Big Sandy 100j School District	Simla	El Paso
Boulder Valley Re 2 School District	Boulder	Boulder
Branson Reorganized 82 School District	Branson	Las Animas
Briggsdale Re-10 School District	Briggsdale	Weld

Brush Re-2(J) School District	Brush	Morgan
Buena Vista R-31 School District	Buena Vista	Chaffee
Buffalo Re-4j School District	Merino	Logan
Burlington Re-6j School District	Burlington	Kit Carson
Byers 32j School District	Byers	Arapahoe
Calhan Rj-1 School District	Calhan	El Paso
Campo Re-6 School District	Campo	Baca
Canon City Re-1 School District	Cañon City	Fremont
Centennial Board of Cooperative Educational Services	Greeley	Weld
Centennial R-1 School District	San Luis	Costilla
Center 26 Jt School District	Center	Saguache
X Charter School Institute School District	Denver	Denver
Cheraw 31 School District	La Junta	Otero
Cherry Creek 5 School District	Greenwood Village	Arapahoe
Cheyenne County Re-5 School District	Cheyenne Wells	Cheyenne
Cheyenne Mountain 12 School District	Colorado Springs	El Paso
Clear Creek Re-1 School District	Idaho Springs	Clear Creek
Colorado Digital BOCES	Colorado Springs	El Paso
Colorado School For The Deaf And Blind School District	Colorado Springs	El Paso
Colorado Springs 11 School District	Colorado Springs	El Paso
Cotopaxi Re-3 School District	Cotopaxi	Fremont
Creede School District School District	Creede	Mineral
Cripple Creek-Victor Re-1 School District	Cripple Creek	Teller
Crowley County Re-1-J School District	Ordway	Crowley
Custer County School District C-1 School District	Westcliffe	Custer
De Beque 49jt School District	De Beque	Mesa
Deer Trail 26j School District	Deer Trail	Arapahoe
Del Norte C-7 School District	Del Norte	Rio Grande
Delta County 50(J) School District	Delta	Delta
X Denver County 1 School District	Denver	Denver
Dolores County Re No.2 School District	Dove Creek	Dolores
Dolores Re-4a School District	Dolores	Montezuma
Douglas County Re 1 School District	Castle Rock	Douglas
Durango 9-R School District	Durango	La Plata
Eads Re-1 School District	Eads	Kiowa
Eagle County Re 50 School District	Eagle	Eagle
East Grand 2 School District	Granby	Grand
East Otero R-1 School District	La Junta	Otero
Eaton Re-2 School District	Eaton	Weld
Edison 54 Jt School District	Yoder	El Paso
Elbert 200 School District	Elbert	Elbert
Elizabeth C-1 School District	Elizabeth	Elbert
Ellicott 22 School District	Calhan	El Paso
Englewood 1 School District	Englewood	Arapahoe
Estes Park R-3 School District	Estes Park	Larimer

Falcon 49 School District	Peyton	El Paso
Fort Morgan Re-3 School District	Fort Morgan	Morgan
Fountain 8 School District	Fountain	El Paso
Fowler R-4j School District	Fowler	Otero
Fremont Re-2 School District	Florence	Fremont
Frenchman Re-3 School District	Fleming	Logan
Garfield 16 School District	Parachute	Garfield
Garfield Re-2 School District	Rifle	Garfield
Genoa-Hugo C113 School District	Limon	Lincoln
Gilpin County Re-1 School District	Black Hawk	Gilpin
Granada Re-1 School District	Granada	Prowers
Greeley 6 School District	Greeley	Weld
Gunnison Watershed Re1j School District	Gunnison	Gunnison
Hanover 28 School District	Colorado Springs	El Paso
Harrison 2 School District	Colorado Springs	El Paso
Haxtun Re-2j School District	Haxtun	Phillips
Hayden Re-1 School District	Hayden	Routt
Hi-Plains R-23 School District	Seibert	Kit Carson
Hinsdale County Re 1 School District	Lake City	Hinsdale
Hoehne Reorganized 3 School District	Trinidad	Las Animas
Holly Re-3 School District	Holly	Prowers
Holyoke Re-1j School District	Holyoke	Phillips
Huerfano Re-1 School District	Walsenburg	Huerfano
Idalia Rj-3 School District	Idalia	Yuma
Ignacio 11 Jt School District	Ignacio	La Plata
X Jefferson County R-1 School District	Golden	Jefferson
Johnstown-Milliken Re-5j School District	Milliken	Weld
Julesburg Re-1 School District	Julesburg	Sedgwick
Karval Re-23 School District	Karval	Lincoln
Kim Reorganized 88 School District	Kim	Las Animas
Kiowa C-2 School District	Kiowa	Elbert
Kit Carson R-1 School District	Kit Carson	Cheyenne
La Veta Re-2 School District	La Veta	Huerfano
Lake County R-1 School District	Leadville	Lake
Lamar Re-2 School District	Lamar	Prowers
Las Animas Re-1 School District	Las Animas	Bent
Lewis-Palmer 38 School District	Monument	El Paso
Liberty J-4 School District	Joes	Yuma
Limon Re-4j School District	Limon	Lincoln
Littleton 6 School District	Littleton	Arapahoe
Lone Star 101 School District	Otis	Washington
Mancos Re-6 School District	Mancos	Montezuma
Manitou Springs 14 School District	Manitou Springs	El Paso
Manzanola 3j School District	Manzanola	Otero
X Mapleton Public Schools, Adams County School District 1	Denver	Adams

Mc Clave Re-2 School District	McClave	Bent
Meeker Re1 School District	Meeker	Rio Blanco
Mesa County Valley 51 School District	Grand Junction	Mesa
Miami Yoder 60 Jt School District	Rush	El Paso
Moffat 2 School District	Moffat	Saguache
Moffat County Re:No 1 School District	Craig	Moffat
Monte Vista C-8 School District	Monte Vista	Rio Grande
Montezuma-Cortez Re-1 School District	Cortez	Montezuma
Montrose County Re-1j School District	Montrose	Montrose
Mountain Valley Re 1 School District	Saguache	Saguache
North Conejos Re-1j School District	La Jara	Conejos
North Park R-1 School District	Walden	Jackson
Norwood R-2j School District	Norwood	San Miguel
Otis R-3 School District	Otis	Washington
Ouray R-1 School District	Ouray	Ouray
Park County Re-2 School District	Fairplay	Park
Pawnee Re-12 School District	Grover	Weld
Peyton 23 Jt School District	Peyton	El Paso
Plainview Re-2 School District	Sheridan Lake	Kiowa
Plateau Re-5 School District	Peetz	Logan
Plateau Valley 50 School District	Collbran	Mesa
Platte Canyon 1 School District	Bailey	Park
Platte Valley Re-7 School District	Kersey	Weld
Poudre R-1 School District	Fort Collins	Larimer
Prairie Re-11 School District	Raymer	Weld
Primero Reorganized 2 School District	Weston	Las Animas
Pritchett Re-3 School District	Springfield	Baca
Pueblo City 60 School District	Pueblo	Pueblo
Pueblo County 70 School District	Pueblo	Pueblo
Rangely Re-4 School District	Rangely	Rio Blanco
Revere School District School District	Ovid	Sedgwick
Ridgway R-2 School District	Ridgway	Ouray
Roaring Fork School District No. Re-1	Glenwood Springs	Garfield
Rocky Ford R-2 School District	Rocky Ford	Otero
Salida R-32 School District	Salida	Chaffee
San Juan Board of Cooperative Educational Services	Durango	La Plata
Sanford 6j School District	Sanford	Conejos
Sangre De Cristo Re-22j School District	Mosca	Alamosa
Sargent Re-33j School District	Monte Vista	Rio Grande
School District 27j School District	Brighton	Adams
Sheridan 2 School District	Sheridan	Arapahoe
Sierra Grande R-30 School District	Blanca	Costilla
Silverton 1 School District	Silverton	San Juan
South Conejos Re-10 School District	Antonito	Conejos
South Routt Re 3 School District	Oak Creek	Routt

Springfield Re-4 School District	Springfield	Baca
St Vrain Valley Re 1j School District	Longmont	Boulder
Steamboat Springs Re-2 School District	Steamboat Springs	Routt
Strasburg 31j School District	Strasburg	Adams
Stratton R-4 School District	Stratton	Kit Carson
Summit Re-1 School District	Frisco	Summit
Swink 33 School District	Swink	Otero
Telluride R-1 School District	Telluride	San Miguel
Thompson R2-J School District	Loveland	Larimer
Trinidad 1 School District	Trinidad	Las Animas
Valley Re-1 School District	Sterling	Logan
Vilas Re-5 School District	Vilas	Baca
Walsh Re-1 School District	Walsh	Baca
Weld County Re-1 School District	La Salle	Weld
Weld County School District Re-3j School District	Keenesburg	Weld
Weld County School District Re-8 School District	Fort Lupton	Weld
Weldon Valley Re-20(J) School District	Weldona	Morgan
West End Re-2 School District	Nucla	Montrose
West Grand 1-Jt School District	Kremmling	Grand
Westminster 50 School District	Westminster	Adams
Widfield 3 School District	Colorado Springs	El Paso
Wiggins Re-50(J) School District	Wiggins	Morgan
Wiley Re-13 Jt School District	Wiley	Prowers
Windsor Re-4 School District	Windsor	Weld
Woodland Park Re-2 School District	Woodland Park	Teller
Woodlin R-104 School District	Woodrow	Washington
Wray Rd-2 School District	Wray	Yuma
Yuma 1 School District	Yuma	Yuma
Centennial BOCES	Greeley	
East Central BOCES	Limon	
Mountain BOCES	Leadville	
Mount Evans BOCES	Bailey	
Northeast Colorado BOCES	Haxtun	
Northwest Colorado BOCES	Steamboat Springs	
Pikes Peak BOCES	Colorado Springs	
Rio Blanco BOCES	Rangely	
San Juan BOCES	Dolores	
San Luis Valley BOCES	Alamosa	
Santa Fe Trail BOCES	La Junta	
South Central BOCES	Pueblo West	
Southeastern BOCES	Lamar	
Uncompahgre BOCES	Ridgway	
Ute Pass BOCES	Woodland Park	

II. Narrative Responses

a. Provide an update on your organization's work and progress since the original RFI submission in 2018.

In the 2017-18 academic year, we engaged our stakeholders in a strategic planning process in order to determine our key priorities moving forward. Our three-year strategic plan standardizes effective practices across the network so we can drive results at scale. The four overarching strategic priorities identified include:

1. Align the academic and cultural model to our core beliefs, vision and mission.
2. Build K-12 culture that expects acceptance to 4-year colleges and supports and celebrates alternative choices.
3. Attract and retain a talented and diverse team in an inclusive environment.
4. Ensure financial health and sustainability.

2018-19 Strategic Plan Progress:

1. Align the academic and cultural model to our core beliefs, vision and mission.

Progress:

- In 2018-19, we supported implementation of common network curriculum, beginning with Exemplars and Criteria for Success. We also prepared our teachers to incorporate mastery-based practices in every classroom in 2019-20.
- We are building a clear, aligned school culture. By implementing restorative practices, we have seen large reductions in out of school suspensions (OSS) and referrals. For example, at STRIVE Prep - Montbello middle school, from 2017-18 to 2018-19, we went from 83 to 6 OSS and 2,549 to 303 referrals (~90% reductions!). Network-wide, we experienced 18% reductions in SOS and 44% reductions in referrals.
- STRIVE Prep piloted the implementation of the nationally acclaimed human development Valor Compass model at the STRIVE Prep - Kepner campus in 2018-19. The Compass is a model that guides every member of the community through their own adaptive development process.
- The Compass model pilot at Kepner was successful and staff were guided through Valor Circles, a structured methodology where students and teachers build trust with face-to-face dialogue, to create an optimal environment for learning. The Kepner leadership team received feedback and ongoing coaching on the facilitation of Circles. Through work with a Valor consultant, it was determined that pursuing broader full pilots of the Valor Compass model to support the social emotional development of staff and students across our network is in line with STRIVE Prep's strategic plan. There is a growing body of evidence that shows that human development practices contribute to teacher well-being and reduced turnover, in addition to the student benefits on social competence, emotional processing and academic achievement.
- In 2019-20, we are expanding the Valor Circles practice to an additional campus (Green Valley Ranch) and our central office (staff only), with future plans for network-wide implementation.

2. Build high school culture and program that expects acceptance to and readiness for 4-year colleges and celebrates alternative choices.

Progress:

- Over 90% of STRIVE Prep students are the first in their family to pursue higher education.
- 85% of our students graduate high school on time, compared to Denver's rate of 70%.
- 100% of STRIVE Prep students are accepted to a 4-year or 2-year university, and 89% are accepted to a 4-year university.
- 72% of STRIVE Prep students matriculate to college, compared to Colorado's average of 57%. When our students do not pursue higher education, we help them pursue alternative pathways through local partnerships.
- Over 50% of STRIVE Prep Alumni were engaged and supported in 2018-19 through our new Alumni Support Program.

3. Attract and retain a talented and diverse team in an inclusive environment.

Progress:

- Our 2018-19 Talent Strategy focused on strengths-based people management, diverse top talent and equitable and inclusive systems and processes that free people to do what they do best.
- Staff retention is 82% network-wide, up 2% from last year.
- Top Campuses for staff retention: RISE-96%, Montbello-89%, SMART-89% and Ruby Hill-85%.
- To inform our talent and diversity, equity and inclusion (DEI) strategies, we seek training from experts who can accelerate our progress. We formed a partnership with The Management Center (TMC), the non-profit corporation based in Washington, DC committed to helping organizations know how to build and run more effective and inclusive, high-performing organizations. This summer, TMC provided in-house management training and ongoing C-Team coaching is being delivered over three months (August-October) in 2019, including two site visits. The goal is to help us improve our management structure and incorporate an equity lens in all of our practices.
- Our DEI Council, led by staff representatives from each of our campuses and our CEO Chris Gibbons, developed a professional development series, known as Voices, that focuses on understanding and overcoming barriers that prevent access to opportunity, such as implicit bias and racial disparities in our education system. In the 2018-19 year we did a book study on "So You Want to Talk About Race" by Ijeoma Oluo. Our objective is to facilitate open and ongoing dialogue around race with our staff and students at STRIVE Prep; build a sense of identity and self awareness within the work we do with staff and students; and, host campus Voices sessions during professional development days at least four times annually.
- We are also proud to offer a Teacher Residency Program, Principal Fellowship, cross-functional Leadership Academy open to all staff levels, as well as extensive Summer Training.

4. Ensure financial health and sustainability.

Progress:

- Our 2018-19 income was \$45,177,926 (unaudited information) including funding from the state government, local government, federal government, private foundations, individual donors, and corporations, exceeding expenses by approximately 1%.
- During our last quarter, we hired an experienced Development Manager who is working with our Senior Director of External Affairs and Chief Executive Officer to increase private fundraising in 2019-20 to support programming and staff that is above and beyond the district allocation.
- We are also building a 3-year plan for elementary school growth.

b. Describe any new work you have done or are doing in Colorado schools and districts since the original RFI submission in 2018.

We have no updates to share at this time.

III. Capacity:

Does your organization currently have the capacity to serve additional schools and districts in Colorado? If yes, indicate how many new schools or districts your current capacity would allow for. If no, explain what additional capacity you would need to put in place, and any other constraints such as timelines or minimum participating schools or districts.

We have the capacity to add two elementary schools to our network within the next three years, and are open to working with interested partners in the Denver metro area. Our elementary school growth will provide the opportunity to build a feeder pattern into more of our middle schools. 5/6 of our 6th graders currently come to us at grade level. Working with students starting at the elementary level will allow us to better close the opportunity gap and ensure that students do not fall behind.

IV. Evidence of Track Record of Improved Student and School Outcomes:

a. Provide concrete evidence from your three most recent engagements with schools and districts (Colorado schools and districts are preferred, if available). Include a description of the criteria and the data that you use to determine the impact of your work. Highlight the context and location of where this work has occurred.

[STRIVE Prep](#) is a community of 11 public charter schools serving 3,800+ high needs students and their families in Southwest, Northwest, and Far Northeast Denver through one elementary school, seven middle schools, and three high schools in the Denver Public Schools district.

STRIVE Prep measures impact based on our ability to meet network, school, and individual Objectives and Key Results (OKRs), as well as by comparing our students' performance with other students in DPS and in Colorado. Our OKRs include goals around:

- College Success: Including college and career readiness benchmarks, graduation rates, college acceptance rates, and college matriculation and persistence.

- Academic Outcomes: Including proficiency on assessments, academic growth within subgroups (such as ELLs and students with IEPs), DPS School Performance Framework (SPF) results, and student engagement (such as attendance and retention).

School leadership evaluates academic metrics daily and weekly (objective mastery as determined by an in-class exit activity and/or homework assignments), quarterly (performance on the regular assessments, PAs and PSAT/SAT), and every year (PSAT, SAT, CMAS, and DPS SPF). On curriculum-based measures, we use growth metrics as well as grade-level proficiency metrics to determine whether we are on track to meet our accountability goals. We use incremental mastery goals of 80 percent or higher on daily objectives and standards to determine adequate academic progress toward meeting these accountability goals.

Additionally, we measure our impact and results staff retention and DEI, finance, operations, technology, and talent. This expansive organizational focus on results ensures our ability to understand our impact on not just our students, but also their families, our staff, and the broader community.

Denver Public Schools recently recognized STRIVE Prep - Federal for having some of the highest CMAS State Test growth in the district. Notably, students in 7th-grade ELA, had a Median Growth Percentile (MGP) of 75.5, which is 16.5 points above the district and 25.5 points above the state median (which is always 50) for 7th Grade. Students in 8th Grade Math had a MGP of 75, which was 23 points above the district, and 25 points above the state median for 8th Grade.

Five of our schools made meaningful improvements on the State Performance Framework in 2018-29:

STRIVE Prep - Lake: +13.8 points, status change from Red to Green.

STRIVE Prep - Montbello: +11.7 points, status change from Orange to Yellow.

STRIVE Prep - Green Valley Ranch: +10.0 points, status change from Yellow to Green.

STRIVE Prep - SMART: +5.5 points, remained Yellow.

STRIVE Prep - EXCEL: +4.4 points, status change from Red to Yellow.

b. Self-assess the evidence base for the interventions your organization provides using the following Evidence-Based Intervention (EBI) tiers. Which EBI tier best describes your work, and why?

Our special education interventions are best described by Tier 2. STRIVE Prep has been selected as the subject of a Bill & Melinda Gates Foundation study on special education programming, which will present our evidence of improvement in various leading indicators for students with disabilities as a result of our interventions.

Overview of our special education services:

All STRIVE campuses provide services that meet the mild to moderate continuum of services, generally determined by students' LREs.

Our mild/moderate models are driven by the service needs of the campus' IEP caseload. Our mild/moderate delivery of services exhaust moderate programming in direct, integrated, and

related services before considering a more restrictive setting. Several campuses serve more severe and profound needs in center-based programs. These include:

- Multi-Intensive Programs (designed to serve significant intellectual disabilities and multiple disabilities):
 - STRIVE Prep - Ruby Hill Elementary: Primary (K-2) and Intermediate (3-5)
 - STRIVE Prep - Montbello and Federal Middle Schools
 - STRIVE Prep - RISE and SMART High Schools
- Affective Needs programs (designed to serve significant social-emotional needs)
 - STRIVE Prep - Lake Middle School
 - STRIVE Prep - Excel High School
- Multi-Intensive Severe program (designed for students with profound multiple disabilities):
 - STRIVE Prep - Kepner Middle School

STRIVE Prep has a strong track record in increasing student growth for students with disabilities (SWDs). For example, middle school SWDs at STRIVE Prep - Federal and Sunnyside middle schools experienced 9%+ MGP in English Language Arts and mathematics in 2018-19.