AGENDA ITEM: New Charter Application – Open Doors Community School, Inc.

Open Doors Community School, Inc., a subsidiary non-profit of Arizona Youth Partnership, submitted a complete charter application package for the Board's consideration. The revised application package meets the requirements set by the Board for the 2012-2013 application cycle. This report contains:

1. A staff overview of the application package, including a description of the proposed education plan, a description of the applicant's organization with a summary of information submitted regarding applicant education and experience, and a description of the applicant's business plan,
2. Additional background information regarding the qualifications of the applicant, based on affiliations with current or prior charter operations, and
3. Staff's recommendation regarding this application package.

Additional items in the portfolio include:

- A copy of the final scoring rubric which confirms the application package does meet the requirements as demonstrated through the review of the preliminary application package submitted on June 30, including the technical assistance provided to the applicant and review of the revised application package submitted on December 16, and
- Each section of the revised application.

SUMMARY OF THE TITLE PAGE

Open Doors Community School, Inc., is an Arizona nonprofit corporation formed in May, 2011. The authorized representative for the corporation is K. Daniel Stolzfus. The proposed school, Open Doors Community School, will serve grades K-8 in Marana.

Mission Statement

The stated mission of Open Doors Community School is as follows: Open Doors Community School equips students for improved academic achievement as they unlock their promise through and integrated focus on academics, life preparation skills and family/community engagement.

A. EDUCATION PLAN – The following summary was created by pulling key phrases from the narrative of the applicant's Education Plan.

Educational Philosophy	**Philosophical approach** Open Doors Community School's (ODCS) philosophical approach includes the Community Schools Model and the Core Knowledge Sequence, as the basis for the ODCS program of instruction. The ODCS philosophy is rooted in the mission and programs of Arizona Youth Partnership (AzYP), the applicant's parent organization. The school's values represent improved student success, teamwork, communication, merged disciplines, data driven decision making, and community partnership. In the Community Schools Model, the integration between the school and other community resources will include a focus on academics, health and social services, youth and community development and community engagement. This model incorporates the following principles: • Foster strong partnerships • Share accountability for results—Data helps partners measure progress toward results. • Set high expectations for all (children, youth, and adults) • Build on the community's strengths— including the people who live and work there,

local organizations, and the school.

- Embrace diversity—by developing respect and a strong, positive identity for people of diverse backgrounds and commit to the welfare of the whole community (Coalition for Community Schools at the Institute for Educational Leadership, 2011).

Rationale

ODCS will support the needs of the target population, economically disadvantaged students from the rural Marana area, with a program of instruction and research-based school model that has been shown to close the learning gaps for disadvantaged students. The Core Knowledge and thematic units will be the core of the ODCS curriculum. By providing a clear outline of what students are expected to learn, the curriculum allows for enhanced accountability and parental engagement.

The Community Schools Model addresses barriers to learning faced by students and their families. Additional positive outcomes include: improved safety and security, increased community pride, stronger relationships between school and community. Evaluations of twenty initiatives nationwide confirm that community schools have a positive impact on what matters most to students, parents, communities and schools. Arizona Youth Partnership (AzYP) has a 20 year history of implementing researched based, community based programs and is equipped to support the Community Schools Model for ODCS. AzYP, founded in 1990 as Pima Youth Partnership, has a successful history of managing multi-year federal, state, and local grants and contracts in 23 rural communities across 9 counties in Arizona.

Target Population

ODCS will focus on the low-income student target population in rural Marana, Arizona. The geographic area will include Picture Rocks and Avra Valley. The target population boundary for the school will be a 15-mile radius from the proposed school location at 13644 N. Sandario Rd, Marana (just off the Marana Rd. Exit on Interstate 10). ODCS may also recruit students from Red Rock in Pinal County, which is about 10 miles north of Marana. The Town of Marana is a high population growth area with no K-8 charter schools.

The Marana Unified School District had an average daily attendance (ADA) of 12,388 in 2010. ODCS expects to see the same kind of demographics as the nearby district.

Enrollment of Racial/Ethnic Groups	Marana USD	State
White (%)	66.4	43.6
Black (%)	3.3	5.6
Hispanic (%)	26.0	42.1
Asian/Pacific Islander (%)	2.4	2.9
American Indian (%)	1.9	5.5
Free and Reduced lunch	37.4	51.0

ODCS will maintain class sizes between 18-25 students. In addition to the Core Knowledge Sequence, ODCS will offer evidence based programs to help reduce risk factors and increase protective factors. ODCS students will benefit from a focus on academics, life preparation skills, and support services opportunities which lead to improved student learning, stronger families and healthier communities.

Program of Instruction – the applicant was required to describe a program of instruction that supports the educational philosophy and target population.	**Framework:** The narrative states that ODCS is committed to academic excellence. The framework of the curricula for the academic core content areas of math, reading, writing, social studies, and science will be the Core Knowledge Sequence, while ensuring alignment with the Arizona Academic Standards. This framework supports the needs of rural, low socio-economic environment students by creating an organized plan that defines skills and knowledge that students will have from one grade to another. Domain-based units will provide a knowledge base for students which will be built upon each year. Thematic Domain-based Units instruction improves student achievement by giving context to student learning and scaffolding content throughout student career. **Methods of Instruction:** Within the framework of the Core Knowledge Sequence, the methods of instruction will include direct instruction using the Essential Elements of Instruction to plan domain based unit studies. **Methods of Assessment:** The narrative lists the following to be used as their methods of assessment: • Formative assessments will include recorded teacher observation, skills checklists, written assignments, closure questions, and student portfolios. • Summative assessments will include unit tests, unit culmination projects, written essays, speeches, and Acuity benchmark assessments.
School Calendar	Standard, 180 Days
Student Count	

Year	Grades Served	# of Students	# of Sites
1	K-8	125	1
2	K-8	200	1
3	K-8	300	1

Curriculum Samples

Curriculum samples for ODCS were provided for grades K-8. The table below indicates which curriculum samples in the revised application package met all Board requirements (+), and which had deficiencies (-). Details can be found in the attached Scoring Rubric.

Grade	Math	Reading	Writing	Science
K	+	+	+	
1	+	+	+	
2	+	+	+	
3	+	+	+	
4	+	+	+	+
5	+	+	+	
6	+	+	+	
7	+	+	+	
8	+	+	+	+

PMP

The Performance Management Plan (PMP) for new applicants is for the purpose of ensuring the school's curriculum, instruction, monitoring of student achievement, and professional development are in place and appropriate for providing a quality education for each student it serves. It is also intended to focus the school on meeting the Board's level of adequate academic performance.

The table below indicates the criteria in the revised PMP that met Board requirements (+), or had deficiencies (-). Details can be found in the attached Scoring Rubric.

Evaluation Criteria	Math	Reading
Predicted Baseline for percent passing in AIMS	55%	55%
Aligns with the applicant's Education Plan.	+	+
Presents a viable plan for managing student academic performance that includes a predicted baseline and annual benchmark targets for the first two years of operation which reflect incremental progress toward the end target.	+	+
Identifies action steps, timeline, responsible party, evidence of meeting action steps, and budget for accomplishing all four prescribed strategies.	+	+
Reveals a progression of actions from start to finish for each strategy that are sequential, timely, and contribute to the school's ability to meet the identified end target.	+	+
Creates action steps that complement and support the other strategies to the extent appropriate.	+	+
Includes artifacts that provide evidence of the implementation of each action step.	+	+
Provides adequate resources, i.e. time, money personnel, etc. to implement the action steps that support the strategies.	+	+
Reflects costs from the Performance Management Plan in the Start-Up and Three-Year Operational Budget.	+	+

For reference, FY 2011 AIMS State Average Passing Percentage is provided below. Parentheses indicate change from FY2010 State Average Passing Percentage.

K-8 Math: 61% (+2%) K-8 Reading: 75% (+2%)

Education Plan Findings

Preliminary application package: 4/70 scoring areas did not meet the criteria.
The revised application, for which consideration is being given, met Board requirements in all scoring areas in the Education Plan section. Details can be found in the attached Scoring Rubric.

B. ORGANIZATION DESCRIPTION

Open Doors Community School, Inc., is a nonprofit corporation, located in Tucson, AZ, that was created on May 12, 2011 for the purpose of social welfare or charitable, educational and scientific purposes and specifically for operating a charter school or schools for the general education of children, specifically to provide academic instruction, recreation, facility management, supplementary programs, school design and construction and related programs and services, with six Directors: K. Daniel Stolzfus, Charles Monroe, Michelle Ellis, Darleen Hall, Steve Rosalik , and William Williams, and one Member, Arizona Youth Partnership, Inc. (AzYP).

Roles and Responsibilities

Corporate Board	Governing Body
Open Doors Community School, Inc. was founded by the AzYP board and staff in order to specifically oversee and manage the affairs of the Open Doors Community School (ODCS). The six-member (five	The Open Doors Community School, Inc. Board of Directors will serve as the Governing Board for the charter school. The powers and duties of the Governing Board will be:

voting members and one non-voting ex-officio member) Open Doors Community School Board was appointed by the AzYP Board of Directors in April 2011 and is composed of two members who serve on the AzYP Board and three other community leaders to oversee the affairs of the school.	• The overall administration of Open Doors Community School, • Hiring and evaluation of the school's Director/Principal (in consultation with the AzYP Board), • Setting school policy and all legal and financial oversight, • Promote and maintain the Open Doors Community School mission and vision, • Approve curriculum and academic models, • Approve memoranda of understanding with Community School resource partners for the provision of services to students and families at ODCS, • Adopt the annual budget, • Actively participate in the initial capital campaign and annual fundraising for ODCS, • Comply with Arizona's Open Meeting Law, A.R.S. 38-431 through 431.09 once the Charter has been approved.

Establishment of Governing Body

According to the by-laws of Open Doors Community School, Inc., the Board of Directors of Arizona Youth Partnership shall select the members of the Governing Board of Open Doors Community School.

School Governing Body

Member Type	Number	Name
Member Board of Directors	2	William (Bill) Williams, Stefan Rosalik
Ex-Officio, Non-Voting	1	K. Daniel Stolzfus
Community	3	Michelle Ellis, Charles Monroe, Darleen Hall

Charter Principal Background Information

Principal Name	Confirmed Education History	Confirmed Employment History	FCC	Notes
Keith Daniel Stolzfus	M. P. A. 2009 New York University	2009-present: Executive Director, Arizona Youth Partnership 2005-2009: Executive Director, New York City Relief, dba The Relief Bus	Valid	There were no concerns identified with the background and internet checks.
Charles Monroe	M. Ed. Elementary Education, 1976 Antioch College – Yellow Springs	2006-present: Lutheran Social Services of the Southwest	Valid	There were no concerns identified with the background and internet checks.
Darleen Hall	B. A. Elementary Education, 1978	N/A	Valid	There were no concerns identified with the

	Point Loma Nazarene University			background and internet checks.
Michelle Ellis	Ph. D. School Psychology, 1986 University of Arizona	1997-present: Chief of Behavioral Health Services, Marana Health Center	Valid	There were no concerns identified with the background and internet checks.
Stefan Rosalik	B. A. English and Secondary Education, 2002 University of Arizona	2010-present: Draftsman, purchaser, Westcap Solar 2009-2010: Educational Services Coordinator, Pima Vocational High School 2009: Teacher, Wildcat School 2008-2009: English Teacher, Rincon High School 2006-2008: English Teacher, Catalina Foothills High School	Valid	There were no concerns identified with the background and internet checks.
William (Bill) Williams	M. A. Architecture, 1980 University of Wisconsin – Milwaukee	1990-present: Partner/V.P., Engberg Anderson, Inc.	Valid	There were no concerns identified with the background and internet checks.

Organization Description Findings

Preliminary application package: 2/23 scoring areas did not meet the criteria. The revised application met Board requirements in all scoring areas in the Organization Description section of the application. Details can be found in the attached Scoring Rubric.

C. BUSINESS PLAN

Site Information

Proposed School Name	Open Doors Community School
Proposed Location	Confirmed location: 13644 N. Sandario Rd. in Marana
Proposed/Secured Facility	The facility will consist of a 12,000 square foot main building, with two modular buildings. One modular is 1,440 square feet presently used for office space and the other is a multi-purpose building with 2,360 square feet. At capacity, the school will have administrative offices that will be shared with AzYP, at least 12 classrooms, library/resource room, multi-purpose room for large gatherings, school meetings, and catered lunches. See C.1 for details. In discussions with the landlord, MHC Healthcare, an agreed upon price for leased space at a total of $8.25 per square foot including recovery of Tenant Improvement is built into the budget. Utilities are budgeted and major maintenance will be provided by MHC Healthcare.

Budget

Secured Funds	The applicant has secured a line of credit from Canyon Community Bank for start-up purposes. The secured funds, in the amount of $80,000 as stated by the applicant, are available as confirmed by Canyon Community Bank. The applicant has secured a gift or no-interest loan from Arizona Youth Partnership, Inc. for start-up purposes. The secured funds, in the amount of $120,000 as stated by the applicant, are available as confirmed by Canyon Community Bank.
Start-up Budget	The start-up budget, in the amount of $171,461, includes: salaries, employee benefits, office supplies, legal services, curriculum support, curriculum/resource material, library resources/software, SAIS software, supplies, marketing/advertising, fees/permits, utilities, student furniture and technology equipment. At the end of the start-up period, revenue exceeds expenditures.
Annual Operating Budgets	Year one operating budget is based on 84% of anticipated student enrollment of 125 students, with a projected per-student equalization funding of $5442. Projected annual budget balances are: Year One – $22,856, Year Two – $24,775, and Year Three – $25,925. At the end of each year revenue exceeds expenditures.

Business Plan Findings

Preliminary application package: 4/22 scoring areas did not meet the criteria. The revised application met Board requirements in all scoring areas in the Business Plan section of the application. Details can be found in the attached Scoring Rubric.

Scoring Rubric Summary

The application overall meets the Board's scoring criteria. The preliminary application package did not meet 9 % of the scoring areas.

Board Options:

Option 1: The Board may approve the application. Staff recommends the following language for consideration: Based upon review of the contents of the portfolio provided for this applicant and the information provided by the representatives of the applicant during consideration, I move to approve the application and grant a charter to Open Doors Community School, Inc. to establish Open Doors Community School charter school to serve grades K-8.

Option 2: The Board may deny the application package. The following language is provided for consideration: Based upon a review of the contents of the portfolio provided for this applicant and the information provided by the representatives of the applicant during consideration, and given it is within the sole discretion of the Board to approve or deny a charter, I move to reject the application and deny the request for a charter of Open Doors Community School, Inc. to establish a charter school for the reason that the applicant is not sufficiently qualified to operate a charter school due to: (list the specific reasons the Board may have found during its consideration).