Arizona Call-a-Teen Youth Resources, Inc.
Renewal Executive Summary Report

I. Sources of Evidence for this Document

A.R.S. 15-183.I states that "[a] charter school that elects to apply for renewal shall file an application for renewal…which shall include a detailed business plan for the charter school, a review of fiscal audits and academic performance data for the charter school and a review of the current contract between the sponsor and the charter school."

The Arizona State Board for Charter Schools (ASBCS) determined that renewal of a charter is based on affirmative evidence in three areas:

- Success of the academic program, including academic achievement
- Viability of the organization, including fiscal management and compliance
- Adherence to the terms of the charter, including contract and legal compliance

Evaluation of the charter holder's success in these three areas is based on a variety of information that will serve as sources of evidence in determining renewal. These sources include:

- Written application for renewal
- Student performance data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports

II. School Profile

Arizona Call-a-Teen Youth Resources, Inc. was granted a charter by the ASBCS, effective on the first day of the operation of the school which was August 21, 1995. Arizona Call-a-Teen Youth Resources, Inc. is a non-profit in good standing with the Arizona Corporation Commission. The charter representatives are Pamela Smith and Gloria Junkersfled. The school, Arizona Call-a-Teen Center for Excellence, is an alternative school located at 649 North Sixth Avenue in Phoenix, serves grades 9-12, and had a FY10 100th day ADM of 117.354.

Mission Statement:
All students can learn-and learn well-that which skilled, caring adults expect them to learn, and all students can develop a vested interest in what they learn. Each student possesses human dignity, has individual worth, and commands respect. The uniqueness of the student requires that education will purposefully advance the student's intellectual, physical and social development.

III. Academic Performance

Fiscal Year	AZ LEARNS	Adequate Yearly Progress (AYP)
2009	Performing	No
2008	Performing	No
2007	Performing	Yes

Status Scores	2009	2008	2007
Reading	32	21	21
Math	14	12	20
% of students school-wide who passed AIMS.			

IV. Fiscal Compliance

The charter holder has timely submitted the annual audit for the past five years. For the same five fiscal years, only the fiscal year 2005 audit identified an issue requiring a corrective action plan. A repeat issue was identified in fiscal year 2005.

Arizona Call-a-Teen Youth Resources, Inc. has received exceptions from the Uniform System of Financial Records for Charter Schools and State procurement regulations.

V. Legal and Contractual Compliance

Except for fiscal year 2009, the charter holder has timely submitted its Annual Financial Report for the past five years. Except for fiscal year 2006, the charter holder has timely submitted its Budget. All Declarations were submitted to the Arizona Department of Education (ADE) in a timely manner. The Highly-Qualified Teacher report, updated on May 7, 2010, indicated eight core teachers with zero being reported as non-highly qualified. Cycle 6 NCLB Compliance Monitoring occurred in 2005-06 and Cycle 1 in 2006-07. Compliance was met for both cycles. In 2007-08 compliance with the Individuals with Disabilities Education Act (IDEA) was determined by ADE Exceptional Student Services. A Corrective Action Plan, from a prior monitoring, met minimum compliance for ADE Exceptional Student Services in March, 2005. The Arizona State Board for Charter Schools conducted a Five-Year Interval Review in 2006.

VI. Renewal Application

A. Education Plan

The Charter Holder was required to submit a Performance Management Plan in the academic section of the renewal application.

The introductory narrative for the Performance Management Plan describes the process the school community undertook for data examination and analysis. Data reviewed included results from AIMS, Terra Nova, and internal school assessments. Student attendance data was also analyzed. Based upon the data analysis, the school determined to focus the plan on skill development and additional credit recovery strategies.

Indicator: **Math**
Duration of the Plan: July 1, 2010 – June 30, 2014
Strategies:

Administrative Oversight
Additional Instructional Time
Improved Assessment of Student Needs
Additional Practice of Particular Skills
Increased Resources for Students and Teachers

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1	Year 2	Year 3	Year 4	Target For This Plan
14% of students score "Meets" or "Exceeds" on AIMS math test.	30% of students score "Meets" or "Exceeds" on AIMS math test.	39% of students score "Meets" or "Exceeds" on AIMS math test.	48% of students score "Meets" or "Exceeds" on AIMS math test.	58% of students score "Meets" or "Exceeds" on AIMS math test.	Meet AYP each year. Percentage of students meeting or exceeding AIMS math standards is at least 95% of state average.

Indicator: **Reading**
Duration of the Plan: July 1, 2010 – June 30, 2014
Strategies:

Administrative Oversight
Additional Instructional Time
Improved Assessment of Student Needs
Additional Practice of Particular Skills
Increased Resources for Students and Teachers

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1	Year 2	Year 3	Year 4	Target For This Plan
32% of students score "Meets" or "Exceeds" on AIMS reading test.	47% of students score "Meets" or "Exceeds" on AIMS reading test.	55% of students score "Meets" or "Exceeds" on AIMS reading test.	63% of students score "Meets" or "Exceeds" on AIMS reading test.	70% of students score "Meets" or "Exceeds" on AIMS reading test.	Meet AYP each year. Percentage of students meeting or exceeding AIMS reading standards is at least 95% of state average.

In the Performance Management Plan Arizona Call- A-Teen Center of Excellence scored 26 points out of a possible 40 points. Sixty percent of the sections scored at Meets or Exceeds level.

B. Detailed Business Plan

Organization

Arizona Call-a-Teen Youth Resources, Inc. (ACYR), is a nonprofit 501(c)(3) organization incorporated in the state of Arizona in 1976. ACYR is the corporate entity of which the Center of Excellence Charter School is a division. The organization operates a variety of education and workforce development programs. Each program is led by a Program Manager. With regard to the school, the Principal is considered the Program Manager. The Principal is responsible for the day-to-day operations of the school and for consistently conveying the organization's values and mission. Constituents, including parents and students, are considered an important part of the overall communication structure for the school and are often asked to join staff in facilitated discussions to provide specific input for strategic planning and program quality improvement. The application included two graphics which represent the organization structure for the corporation and the communication structure and flow.

Sustainability

Fiscal Viability

Arizona Call-a-Teen Youth Resources, Inc. has developed an accounting manual detailing its fiscal and administrative policies and procedures, which was included in the renewal application. Annually, the business manager and controller collaborate on the agency budget. Staff input is obtained and teachers develop projected expenditures for supplies, trips and materials. At different stages of the process, the executive director and executive committee review the budget before it is presented to the board of directors for approval. The board of directors has empowered staff to revise the budget and is informed of any revisions. On an overall level, fiscal decisions are approved by the board of directors. The executive director is given the authority for the day-to-day decisions in conformity with the approved budget.

For fiscal year 2008 and fiscal year 2009, the independent certified public accountant issued an unqualified (or "clean") opinion on Arizona Call-a-Teen Youth Resources' financial statements. In each fiscal year, the charter holder, which operates a variety of education and workforce development programs, ended the year with positive net assets. According to the application, the education component of Arizona Call-a-Teen Youth Resources accounts for approximately one-third of the organization's revenues. The application states that the charter holder has not hesitated to fund the school with general fund dollars when available. The Budget Plan submitted as part of the renewal application anticipates revenues equaling expenditures in fiscal years 2010 through 2012.[1] According to the assumptions provided, for fiscal years 2011 and 2012, the "Other" revenue line item represents projected increases from the corporate general fund and other sources of match anticipated from corporate partners.

Strength and Stability of the Governing Body

The Charter School Board Committee (CSBC), the school governing body, currently consists of four (4) members. Members represent the educational, public, and private sectors. The application states that, collectively, current members have been associated with the organization for a combined 97 years and with the Center of Excellence for a combined 49 years. CSBC members serve terms of three years, although members can be re-elected for multiple terms. Terms are staggered in order to encourage continuity should there be a need for replacement.

Arizona Call-a-Teen Center for Excellence Charter School Board Committee:

Gene Weinstein
Bernice Lever
Gloria Junkersfeld
J. Penny Larson

Academic performance and operational improvement are standard agenda items at each CSBC meeting. The Executive Director and Principal report statistical progress and operational implementation of improvement plans. Members have been involved in developing and monitoring the School Improvement Plan, the Consolidated Plan and the NCA Improvement Plan.

Strength and Stability of the Corporate Board

The corporate board, referred to as the Board of Directors, currently has ten (10) members. Current members come from the private, public, educational, faith-based, and nonprofit sectors. Efforts are made to have former program participants serve as board members. The corporate bylaws designate four officers: President, Vice President, Secretary, and Treasurer. The bylaws also allow for an additional office – Vice President for Resource Development – which has recently been added to focus on the need to increase resources for the organization. A detailed listing of the Board of Directors, that includes areas of expertise and experience, sector represented, initial dates of service, length of service, and term expiration dates, is included in the application.

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[1] The fiscal year 2011 month-by-month projection accurately reflects no July 2010 payment. However, instead of showing two payments in June 2011, it appears that the annual state equalization assistance amount was spread out over 11 months.

Arizona Call-a-Teen Board of Directors

J. Penny Larson – President
John Oyler – Secretary
Michael Pearson – Treasurer
Sylvester Ajagbe – Vice President
George Flores – Member
Anna Journey – Member
June Smith – Member
Lisa Stevens – Vice President for Resource Development
Gene Weinstein – Member
Robert D. Wooten - Member

A report from the Charter School Board Committee is a standard agenda item at all board meetings. The individual who represents the corporate board on the CSBC provides a detailed overview of items that were discussed at the last CSBC meeting (usually scheduled one week prior to the corporate board meeting). According to the application, the Board of Directors is fully informed on the school's goals, statistical progress, improvement efforts, and other issues affecting the school.

Succession Plan

Charter Holder: The corporate bylaws designate four officers of the Board of Directors: President, Vice President, Secretary, and Treasurer. The Vice President for Resource Development serves as a board principal. Officers are elected annually in October. There is no provision in the bylaws for automatic succession of the Vice President to the office of President. Instead, the out-going president remains as either an active or ex-officio member of the board and mentors the incoming President. In the event of a mid-term resignation or other circumstance, the prior past-President provides guidance and mentoring. The organization has developed and is implementing a succession plan for the Executive Director, identified as a key individual in the overall operation of the agency in general and the charter school specifically. According to the application, although ACYR maintains a policy of internal promotion when appropriate, the option exists for seeking a candidate from outside the agency, particularly in the event of an unexpected need to replace the Executive Director. The organization is implementing a strategic plan which includes creating the position of Assistant Director.

Instructional Leadership: In the matters of curriculum and instruction, the Principal is assisted by a lead teacher, who provides additional support and guidance on instructional strategies, lesson plan development, and classroom management. The lead teacher is encouraged to pursue administrative certification and is released from teaching assignments on a reasonable basis to do so. The Principal works with each teacher at the beginning of the school year to develop a professional development plan for the year and then allocates resources from Titles I and IIA to support the plan. Teachers are released from teaching responsibility to attend training opportunities outlined in their plans. Teachers are eligible for performance incentives, based on achieving annual goals. The school establishes three school-wide goals that support AYP performance goals. Each teacher sets two additional individual goals, which must also tie in to student achievement and/or school performance. Incentives are distributed at the end of each year.

The application includes the requirements and procedures the governing body has established for hiring highly qualified personnel, including qualifications, recruitment strategies, and the interview/hiring process.

Facilities Plan

The Arizona Call-A-Teen Center of Excellence charter school is located in a dedicated building at 649 North Sixth Avenue, Phoenix, constructed in 1994 for the sole purpose of housing the charter school. Furniture and fixtures are repaired or replaced as needed. There is an established schedule for replacing AC/heating units and necessary technology. A separate computer lab is located in an adjacent building (648 North Sixth Avenue) which is owned by the organization and designated for use by individual classes as well as for tutoring. There are no plans to renovate or expand.

VII. Staff Recommendation

Based upon the information in the application, academic performance over the charter term, fiscal compliance, and legal and contractual compliance, I move to approve the renewal application and grant a renewal contract for Arizona Call-a-Teen Youth Resources, Inc.