Yuma Private Industry Council, 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:

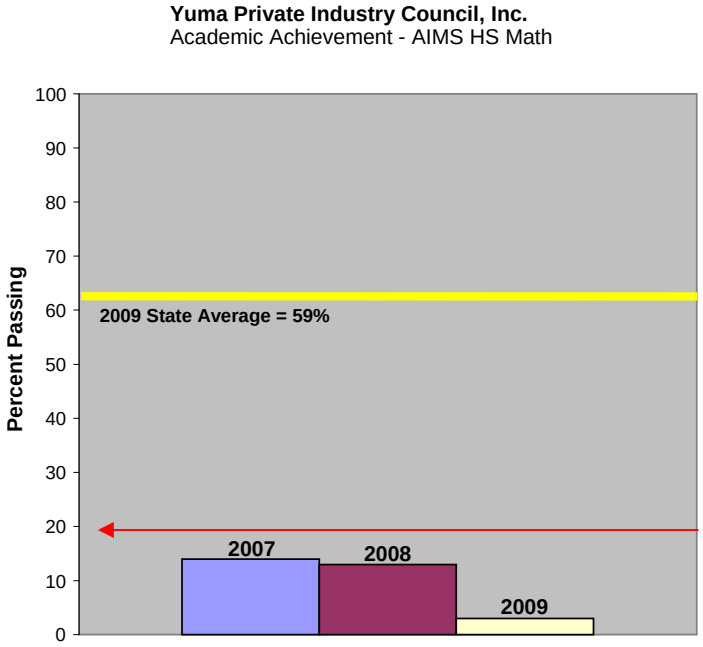
- Written application for renewal
- Student performance data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports

II. Profile

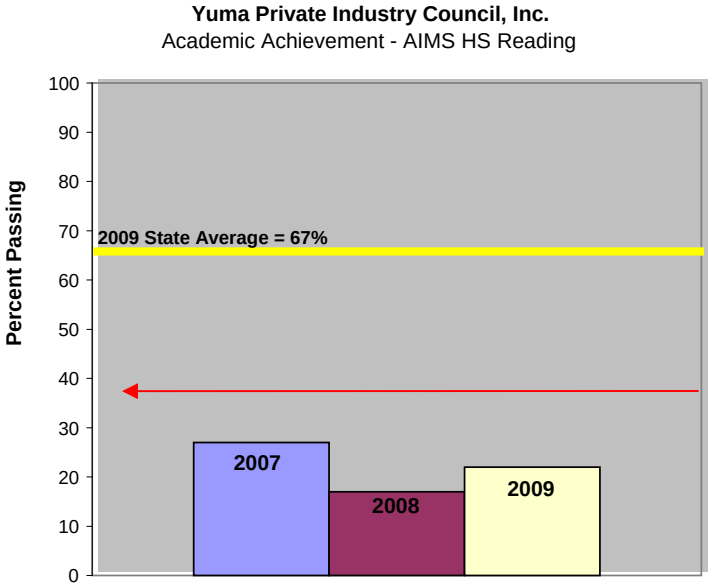
Yuma Private Industry Council, Inc. was granted a charter by ASBCS, effective August 1, 1996. Yuma Private Industry Council, Inc. is a non-profit corporation in good standing with the Arizona Corporation Commission. The charter representative is John Morales. The school, Educational Opportunity Center, is an alternative school located at 3810 W. 16th Street in Yuma, serves grades 9-12, and had a FY10 100th day ADM of 119.890.

Mission Statement (as provided in the contract):
To provide an exceptional second chance opportunity for at-risk and dropout youth. We will enhance student achievement and success by: Comprehensive Objective Assessment, Activated Learning Technology, SCANS Skills, Workforce Development Skills, School-to-Work Opportunities, Life Coping and Survival Skills, Follow Up Activities. We provide a non-traditional environment that will enable our students to become productive, contributing, and successful citizens.

III. Academic Performance



2009 Alternative HS state math average = 19%



2009 Alternative HS state reading average = 35%

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

IV. Fiscal Compliance

As detailed in the Audit and Fiscal Compliance section of the *Renewal Summary Review*:

- The charter holder has timely submitted its annual audit.
- The fiscal year 2007 audit identified an issue which required a corrective action plan.
- No repeat issues were identified.

Yuma Private Industry Council, Inc. must follow the Uniform System of Financial Records for Charter Schools and adhere to State procurement regulations.

V. Legal and Contractual Compliance

For the previous five fiscal years –

- The charter holder has timely submitted the Annual Financial Report.
- The charter holder has failed to timely submit the Budget for one or more years.
- All Declarations were submitted to the Arizona Department of Education (ADE) in a timely manner.
- The Highly-Qualified Teacher report, updated on February 3, 2010, indicated 10 core teachers with four being reported as non-highly qualified.
- Cycle 5 No Child Left Behind (NCLB) Compliance Monitoring in 2004-2005 did not meet compliance. Cycle 6 in 2005-06 and Cycle 1 in 2006-07 also identified noncompliance findings.
- In 2008 the charter holder was deemed a "high risk" subgrantee due to failure to comply with the comparability requirements of NCLB.
- In 2010 and 2003 a Corrective Action Plan was required by ADE Exceptional Student Services for noncompliance with the Individuals with Disabilities Education Act (IDEA).

VI. Renewal Application

A. Education Plan

Performance management plans are intended to assist schools in addressing academic performance deficiencies with a plan that clearly articulates the academic achievement area in need of improvement, the tools intended to measure improvement, and the degree of improvement to be achieved.

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, but not limited to, included data from state standardized assessments, Test of Adult Basic Education (TABE), academic credits, daily schedule, attendance, graduation rates, demographics, discipline, self-perception surveys, parent involvement, professional development, and budget. Based upon the data analysis, the school determined to focus the plan on research-based professional

development for instructional methods, ability leveled courses, and additional content opportunities.

Indicator: **Math**
Duration of the Plan: August 2010 to August 2014
Strategies:

The school will maintain a staff that demonstrates researched methods of effective math instruction as evidenced by ongoing, monthly, comprehensive teacher evaluation.

All students will be enrolled in a class that will improve math reasoning and number sense. The classes will be ability leveled.

Provide additional math courses outside of the regular school day.

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1	Year 2	Year 3	Year 4	Target For This Plan
2008-09 Average grade equivalency of 8.01 on the TABE. 5% 10th-12th grade students met or exceeded on the AIMS 2009 math.*	2010-11 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE. 29% 10th-12th grade students will score meets or exceeds on AIMS 2011 math.	2011-12 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE. 39% 10th-12th grade students will score meets or exceeds on AIMS 2012 math.	2012-13 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE. 49% 10th-12th grade students will score meets or exceeds on AIMS 2013 math.	2013-14 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE. 59% 10th-12th grade students will score meets or exceeds on AIMS 2014 math.	2013-14 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE. 59% 10th-12th grade students will score meets or exceeds on AIMS 2014 math.

Indicator: **Reading**
Duration of the Plan: August 2010 to August 2014
Strategies:

The school will maintain a staff that demonstrates researched methods of effective reading instruction as evidenced by ongoing, monthly, comprehensive teacher evaluation.

All students will be enrolled in a class that will improve basic reading and comprehension skills. The classes will be ability leveled.

Provide additional basis reading/written expression classes outside of the regular school day.

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1	Year 2	Year 3	Year 4	Target For This Plan
2008-09 Average grade equivalency of 8.02 on the TABE.	2010-11 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE.	2011-12 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE.	2012-13 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE.	2013-14 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE.	2013-14 Average growth rate for students enrolled for full academic year will be 1.5 grade levels on the TABE.
25% 10th-12th grade students met or exceeded on the AIMS 2009 reading.*	37% 10th-12th grade students will score meets or exceeds on AIMS 2011 reading.	47% 10th-12th grade students will score meets or exceeds on AIMS 2012 reading.	57% 10th-12th grade students will score meets or exceeds on AIMS 2013 reading.	67% 10th-12th grade students will score meets or exceeds on AIMS 2014 reading.	67% 10th-12th grade students will score meets or exceeds on AIMS 2014 reading.

*Note: The applicant's stated percent proficient differs from the ASBCS data presented in Section III Academic Performance.

In the Performance Management Plan Yuma Private Industry Council, Inc. scored 23 points out of a possible 40 points. 30 percent of the sections scored at Meets or Exceeds level.

B. Detailed Business Plan

Organization

YPIC has a governing board, the Yuma County Workforce Investment Board, which oversees the entire operation of YPIC. The Charter School Board is a standing committee of the Yuma County Workforce Investment Board. The Charter School Board oversees the charter school and meets on a monthly basis just prior to the Yuma County Workforce Investment Board. The Charter School Board reports to the Yuma County Workforce Investment Act Board each month. Key personnel in the organization are the executive director, operations director, finance and accounting manager, and charter school manager. The application package provides a job description for each of these positions as well as an organizational chart which depicts their relationship to one another within the organization.

Sustainability

Fiscal Viability

Yuma Private Industry Council included with its application a copy of its accounting policy manual. The application states that the process used in fiscal decision-making is for the Executive Director, Operations Director, Finance & Accounting Manager and Charter School Manager to work as a team. Each year a budget is established for Educational Opportunity Center and added to the overall budget of the Council. The charter school's board approves the

annual budget submitted to the State and the Workforce Investment Board approves the Council's overall budget. Site-level personnel with fiscal authority are the Executive Director and the Operations Director. If fiscal decisions need to be made, the team composed of the Executive Director, Operations Director, Finance & Accounting Manager, and Charter School Manager meet to discuss the options and make a final decision. The application's "Organizational Chart" narrative section states that the Finance & Accounting Manager has primary responsibility for the fiscal operations of the charter school.

For fiscal year 2008 and fiscal year 2009, the independent certified public accountant issued an unqualified (or "clean") opinion on Yuma Private Industry Council's financial statements. According to information included in the Council's audit, Educational Opportunity Center ended each fiscal year with positive fund balances. The Budget Plan submitted as part of the renewal application is for Educational Opportunity Center. The Budget Plan projects revenues to equal expenses in fiscal years 2010 and 2011. For fiscal year 2012, while revenues hold constant at the fiscal year 2011 level, expenses are projected to decrease slightly from the prior year. No assumptions were included with the Budget Plan. The Budget Plan shows a decrease in ADM for fiscal years 2011 and 2012 to 105 from 119.89 in fiscal year 2010. Based on information obtained from ADE's website, the school's fiscal year 2010 funding has been capped at 105. If the charter school amended its enrollment cap with the Board, it could receive the funding generated by the 119.89 ADM instead of the 105. It is unclear from the information provided whether the Budget Plan's state equalization assistance amount for fiscal year 2011 reflects known cuts to charter school funding.[1]

Strength and Stability of the Governing Body

YPIC has established a standing committee to oversee Educational Opportunity Center Charter High School. The school's governing body is referred to as the Charter School Board, which consists of five members of the standing committee of the Yuma County Workforce Investment Board.

Charter School Board members:

Maria Chavoya
Ed Ford
Steve Miller
Ken Rosevear
Tom Tyree

According to the application package, the Charter School Board and the key personnel monitor the school's academic performance on a regular basis. All students take the AIMs assessment annually and take the Test of Adult Basic Education (TABE) quarterly to monitor progress. At the monthly school board meetings, the charter school manager reports on student progress and academic performance.

[1] In the Budget Plan and month-by-month projection, Yuma Private Industry Council includes all instructional expenses in the "Instructional: Performance Management Plan" sections. The school's performance management plan (PMP) indicates that all expenses associated with the PMP's implementation are covered by the school's equalization, Classroom Site Fund monies, federal Title funding, and/or the Arizona School Improvement Plan. In reviewing the month-by-month projection for fiscal year 2011, please note that under the State's new payment schedule, charter holders will not receive a July 2010 state equalization assistance payment, but will receive two payments in June 2011.

Strength and Stability of the Corporate Board

The Charter Holder is the Yuma Private Industry Council Inc. (YPIC). The school is one of the departments of YPIC. YPIC has established a standing committee to oversee Educational Opportunity Center Charter High School. The Yuma County Workforce Investment Board has twenty-seven members and is appointed by the Yuma County Board of Supervisors. The board draws its membership from the community in the following areas: private sector (at least 51% of the total board), organized labor, community-based organizations, education, vocational rehabilitation, public assistance, economic development and public sector employment service.

Yuma County Workforce Investment Board officers:

Sam Pepper – Chair
Ken Rosevear – Vice-Chair
Ed Ford – Secretary/Treasurer

Succession Plan

Charter Holder: According to information submitted by the applicant, in the event of a resignation, YPIC would advertise and recruit key personnel that met the qualifications of the school and the job description. The information also describes the mentoring process that has occurred at the school.

Instructional Leadership: The applicant submitted information that referred to hiring highly qualified staff as part of the succession plan, mentoring existing staff, and providing an incentive plan of bonuses for returning teachers.

Facilities Plan

The school is currently located at 3810 W. 16th Street, Yuma, Arizona. The Educational Opportunity Center Charter High School is located within the YPIC complex. The building is approximately 4, 992 square feet. The application package includes a floor plan and YPIC complex map.

The applicant reports they are in discussion with two developers about building a new YPIC building which would be located off Redondo Drive in Yuma. The building would be in close proximity to Arizona Western College Entrepreneurial Center, the University of Phoenix, and the Department of Economic Security Multi-service Center. If agreed upon, the new location would be ready in June, 2011. The applicant states they would not increase the size of enrollment at the new facility.

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 Yuma Private Industry Council, Inc.