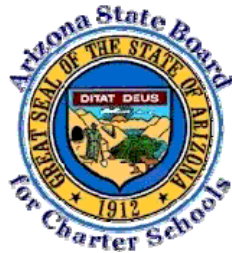


Arizona State Board for Charter Schools



Renewal Application Instructions

1700 W. Washington Street, #164
Phoenix, AZ 85007
(602) 364-3080
Fax (602) 364-3089
<http://online.asbcs.az.gov>

TABLE OF CONTENTS

	Page
I. Renewal Process Overview	3
a. Renewal Process At A Glance	4
II. Renewal Application Package Instructions	5
a. Academic Performance Section	5
b. Detailed Business Plan Section	7
III. Submitting the Renewal Application Package	9
IV. Terms to Know	10
V. Attachment.....	12
a. Performance Management Plan Template.....	12
b. Renewal Budget Plan Template.....	13

I. RENEWAL PROCESS OVERVIEW

Authorized by Arizona Revised Statute, Title 15, Chapter 1, Article 8, effective September 16, 1994, charter schools are public schools that were established to provide a learning environment that will improve pupil achievement and will provide additional academic choices for parents and pupils.

According to A.R.S. § 15-183 (I), an approved plan to establish a charter school is effective for a fifteen year term. At least eighteen months before the expiration of the approved plan, the charter holder may apply for renewal. A charter holder that elects to apply for renewal shall file an application for renewal at least fifteen months before the expiration of the approved plan. The Arizona State Board for Charter Schools (the Board) will consider renewal based upon the charter holder's past performance, including the pupil achievement data of each school operated by the charter holder, as well as multiple sources of evidence gathered during the term of the charter and information contained in the application package. The charter holder will be notified at least twelve months prior to the expiration of the charter if it will not be renewed.

A charter holder becomes eligible to apply for renewal eighteen months before the charter expires. Eligibility for renewal is based solely on the expiration date of the charter. The charter holder is notified of its eligibility to apply for renewal via email and is provided a renewal application. A charter holder may then choose to submit a renewal application package. If the charter holder chooses not to apply, the charter expires at the end of its contracted term.

Based upon the charter holder's ability to meet identified performance criteria, Board staff will prepare the renewal application components. At least eighteen months before the charter expires, Board staff will notify the charter holder via email of eligibility to apply for renewal with a Notification Letter and will make available to the charter holder a customized renewal application and a summary review of the charter's performance record over the term of the charter.

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:

- Pupil achievement data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports
- Application package for renewal

The charter holder that elects to apply for renewal will have at least three months from the time of notification of eligibility to complete and submit the renewal application package. The charter holder will submit the charter renewal application package online to the Board by the application package due date identified in the Notification Letter. Once the application package is submitted, Board staff will prepare a staff report that provides information for the Board's consideration of whether or not to renew the charter. Staff may conduct a site visit following submission of the application package. The staff report will contain a summary of performance and compliance in the three key areas, scoring results for additional required plans or responses submitted with the application, and information gathered during a site visit, if required. The staff report will provide information for the Board's

consideration of whether or not to renew the charter. The Board will also have access to any and all renewal-related documents.

RENEWAL PROCESS AT A GLANCE

Action	Description	Approximate Timeline
Conduct a Comprehensive Review of Charter Information	The Board staff conducts a comprehensive review of all information related to the charter, including the charter’s public file, site visits, pupil achievement data, fiscal and audit compliance, and legal and contractual compliance information.	Approximately 24 months to 18 months prior to charter expiration
Notify Charter Holder of Eligibility to Renew Charter	Board staff notifies the authorized representative via email that the charter holder is eligible to apply for renewal. At the time of notification, the authorized representative receives the appropriate renewal application information, the application package due date, and a summary review of the charter’s performance record over the term of the charter. The Board will be provided a current version at the time of renewal decision-making.	18 months prior to charter expiration
Receive Application Package	The charter holder must respond to all requirements of the application.	Due within three months of notice of eligibility to renew
Review Application Package	Staff and/or a technical review panel will review and score the application package. Staff may conduct a renewal site visit for the purpose of confirming information submitted in the application.	Within three months of receipt of the submitted application
Prepare Renewal Report	Based upon the totality of information, including the application package for renewal, the on-site visit, pupil achievement data and other pertinent information collected through reviews, audits, monitoring reports, and site visits, Board staff prepares a report of findings to be forwarded to the Board at the time of consideration of renewal.	Within three months of receipt of the submitted application
Decision by the Board	The Board may take action to renew a charter for a new term. Certain parts of the application package, such as a Performance Management Plan, may be incorporated into the charter if the applicant is renewed. If the Board votes to not renew a charter, the charter operator must be notified at least 12 months prior to the expiration of the charter.	12 months prior to charter expiration

II. RENEWAL APPLICATION PACKAGE INSTRUCTIONS

General Application Information: If the charter holder applies to be renewed, in addition to any other requirements, the application for renewal includes an academic plan and a detailed business plan. Because charter holder performance varies, the application for each charter holder will be prepared based upon prior performance. Certain requirements in the application may be waived for charter holders who consistently demonstrate the ability to meet or exceed performance standards.

An authorized representative will be notified by an email communication of the charter holder's eligibility to apply for renewal. Simultaneously, the renewal application link for the eligible charter holder will be activated and found at the authorized representative's portal at ASBCS Online. The email communication will include an explanation of how to access the application. For these reasons, it is important for authorized representatives to have current email addresses on record with the Board. An applicant will submit the completed application package for renewal online. Because portions of the application package will be uploaded separately when using the wizard, applicants should review all portions of the application prior to preparing for submission.

All required components of the application package will be evaluated using the Performance Management Plan Evaluation Instrument and the Detailed Business Plan Section Checklist.

II a. Academic Performance Section

Charter holders with schools not meeting the Board's **level of adequate academic performance**, as identified in the Terms to Know section of the application instructions, will be required to complete the Academic Performance Section of the renewal application and submit a **Performance Management Plan** which addresses improvement in the academic achievement of students attending the school or schools operated by the charter holder.

NOTE: The renewal application for charter holders with schools that meet or exceed the academic performance level determined by the Board to be adequate will not have submission requirements for the Academic Performance Section of the application.

Purpose of a Performance Management Plan

A renewal Performance Management Plan is an accountability agreement between the charter holder and the Board for academic performance of each school operated by the charter holder. If approved for renewal, Performance Management Plans will be a component of the contract and will be used by the Board to monitor performance. The charter holder will report on making progress toward meeting targets in Performance Management Plans in Annual Reports; the Board will monitor each school's progress against Performance Management Plan targets. Failure to meet plan targets or make sufficient progress toward meeting plan targets will place the charter holder at risk of being in violation of the terms of the contract.

Components of the Performance Management Plan

For the purpose of this application, each Performance Management Plan will include three components.

- Narrative
- Template
- Documentation of Academic Oversight

1. **Narrative:** Each completed template should be introduced with a narrative that serves as the foundation for understanding the Performance Management Plan and its development. The narrative must contain the following:
 - A detailed description of all previous improvement efforts to improve pupil achievement conducted by the school in the past five years;
 - A detailed description of the process used for conducting an analysis of relevant pupil achievement data;
 - The findings from the data analysis;
 - A detailed description of how the plan that is presented is directly linked to the findings from the data analysis.
2. **Template:** Each Performance Management Plan will be prepared using a template provided with the application and will include the following:
 - the academic area (*indicator*) to be addressed for improvement based upon data analysis findings reported in the opening narrative.
 - instrument that will be used to measure progress on the indicator (*measures*).
 - reasonable and appropriate ways (generally numeric) to measure or quantify the identified improvement area, also known as the indicator (*metrics*).
 - rigorous and realistic targets for improvement (*targets*). Targets are not excessive for where the school is now, nor should they be too minimal for the degree of improvement necessary.
 - action steps for accomplishing the strategies for improvement. Action steps must reveal a progression of actions from start to finish for each strategy and must include evidence the applicant will use to show accomplishment of action steps.
 - allocated resources, i.e. time, money, personnel, etc., for implementing the strategies and timelines specified within the plan. **NOTE: Performance Management Plans must align with budget plans submitted in the Detailed Business Plan section and submitted budgets must reflect expenditures included in each Performance Management Plan.**

Note: *Indicator, Measures, Metrics, Targets, and Strategies for the Performance Management Plans will be provided in the plan template.*
3. **Documentation of Academic Oversight:** The charter holder must submit meeting agendas and minutes from the board which has primary responsibility for academic oversight of the school or schools operated by the charter holder. Meeting agendas and minutes submitted must be for all meetings conducted by this board in the year prior to renewal eligibility.

II b. Detailed Business Plan Section

In accordance with A.R.S. § 15-183 (I), the application for renewal shall include a detailed business plan. The Detailed Business Plan Section is in two parts: Charter Holder's Organizational Membership and Charter Holder's Financial Sustainability. An applicant may be required to complete one or both parts of the section. Some applicants will be waived from completing either section of the application. All required components of the Detailed Business Plan Section will be evaluated using the Detailed Business Plan Section Checklist.

1. Charter Holder's Organizational Membership

Charter holders with contracts that are not up-to-date with regard to the organizational structure will be required to complete the Charter Holder's Organizational Membership section of the application. If the officers, directors, members and partners reflected in the contract do not match the current documents on file with the Arizona Corporation Commission, the charter holder must either file the appropriate notification request for Board consideration through the amendment process. For the purpose of the application package, the charter holder must provide evidence of the appropriate filing(s).

2. Charter Holder's Financial Sustainability

In making the determination that a charter holder is required to complete the Charter Holder's Financial Sustainability section of the application, the Board will consider the two previous years of existing financial performance information. At the time of consideration of renewal by the Board, the most current audit information will be provided, which may be in addition to the two previous years of existing financial performance information.

If any of the following applies to the charter holder at the time the Board must notify the charter holder that it may apply for renewal, the charter holder will be required to submit this section of the application:

- The charter holder was required to submit the Academic Performance Section of the renewal application;
- At least one of the two previous audits identified a going concern; or
- At least one of the two previous audits identified that the charter holder ended the year with negative net assets (non-profit) or negative members'/shareholders' equity (for-profit).

For those required to submit the Academic Performance Section of the renewal application, Board staff will review the charter holder's previous two audits and the Renewal Budget Plan to determine the charter holder's financial capacity to implement the "budget" as detailed in the Academic Performance Section.

Part A: Complete and submit the Renewal Budget Plan Attachment, which must include actual financial information for the most recent fiscal year available and projected financial information for the next three fiscal years of operation. If the charter school is part of a larger organization, such as a social service organization or government entity, then the information in the Renewal Budget Plan should be specific to the charter school and its operations. Line items may be added to the Renewal Budget Plan to address special circumstances or to provide additional clarification, but line items may not be removed.

The Renewal Budget Plan must account for any major changes anticipated by the charter holder or school. The average daily membership (ADM) used in each year must be provided along with the

basis for the projected ADM. At a minimum, assumptions must also be provided for key components of the Renewal Budget Plan, including the basis for all projected revenue line items. Additionally, increases or decreases of 10% or more in the “total expenses” line item must be explained. Further, each “Other” line item used must be explained to specify what has been included. Applicants required to submit the Academic Section of the renewal application must also specify, in the Renewal Budget Plan, by fiscal year, that the expenses associated with the implementation of the Performance Management Plan have been incorporated.

Part B: In one page or less submit: a) a written explanation for the charter holder’s current financial situation and b) a written description of the specific steps the charter holder has already taken to improve its financial situation and ensure the continued financial sustainability of the charter school(s). For “b)”, evidence (e.g., copy of plan developed, meeting minutes) must be provided supporting that the steps described have been taken by the charter holder.

Please note that “Part B” only applies to those required to complete the “Charter Holder’s Financial Sustainability” section because at least one of the two previous audits identified a going concern or identified negative net assets or negative members’/shareholders’ equity at year end. “Part B” does not apply to those required to complete the “Charter Holder’s Financial Sustainability” section solely because they must submit the Academic Performance Section.

DRAFT

III. SUBMITTING THE RENEWAL APPLICATION PACKAGE

Preparing the Application Package for Submission:

The online renewal application is capable of uploading multiple documents to enable applicants to meet the application requirements. Applicants are encouraged to review each required section of the application to ensure appropriate documents are prepared and uploaded before submitting the application package. The system does not allow for revisions once the application package has been submitted.

If a charter holder is not required to complete the Academic Performance Section and the Detailed Business Plan Section of the application, the online renewal application will have a statement in both sections of the application that informs the charter holder that nothing is required to be submitted for either section. In this instance, where the charter holder was waived from submitting both sections of the application, the authorized representative's digital signature will be the only requirement for submission of an online application package.

Submitting the Application Package:

Once the application is complete and ready for submission, the authorized representative will digitally sign the application by typing in his/her password and clicking "Sign Form". The online renewal application will indicate that the signature was accepted and the date it was signed. Once submitted, the authorized representative will receive notification indicating submission status as well as a link to a copy of the submitted application. The authorized representative has the option of withdrawing the application at any time.

Renewal application packages will be submitted online at <http://online.asbcs.az.gov>. Renewal application packages must be submitted by 11:59 p.m. MST on the deadline date which is approximately ninety calendar days from the date the charter holder was notified of eligibility to apply for renewal. The deadline date will be identified in the charter holder's Notification Letter.

IV. TERMS TO KNOW

Action Steps – Steps identified to accomplish a strategy's intended outcome and are capable of being implemented through an appropriate commitment of time and resources

Application – The Board-approved forms and instructions, which are available through ASBCS Online and in writing

Application Package – The application, narrative, and documents described in the application

Authorized Representative – Individual with the power to bind a charter holder contractually according to the charter holder's Articles of Incorporation, operating agreement, or by-laws

Board – The Arizona State Board for Charter Schools

Budget – Anticipated costs of allocated resources in reference to the Performance Management Plan

Charter – A contract between a person and the Board to operate a charter school under A.R.S. § 15-181

Charter Holder – A person who enters into a charter with the Board

Indicator – Academic area to be addressed for improvement

Level of Adequate Academic Performance – An academic performance level that the Board has determined to be adequate to waive certain identified requirements for renewal and other situations as appropriate for the following school configurations:

- A school that serves any students between grades three and eight must meet or exceed the state average percent proficient in reading and in math on the state assessment and has a student growth percentile of no less than minus one standard deviation from the state median growth percentile in reading and in math.
- A school that serves students no higher than grade two must exceed the state average scale score on the department of education's norm-referenced test administered to second grade students.
- A school that serves any students from grades ten to twelve must meet or exceed the state average percent proficient in reading and in math on the state assessment.

Measures - Instrument that will be used to measure progress on the indicator (academic area)

Metrics - Reasonable and appropriate ways (generally numeric) to measure or quantify the identified improvement area, also known as the Indicator.

MST – Mountain Standard Time

Person – An individual, partnership, corporation, association, or public or private organization of any kind

Performance Management Plan – Strategic plan focusing on increasing student achievement; components include indicators, measures, metrics, and targets as well as strategies and action steps

Responsible Party – The person responsible for ensuring the task assigned is completed

Scoring Criteria – A tool used to evaluate specific documents of the application package. The tool must include a description of the components to be scored and the criteria required to demonstrate mastery.

Strategy – Plan or method for obtaining a specific goal or result

Targets – Intended results or definition of success within a certain period of time that are rigorous and relevant

DRAFT

RENEWAL PERFORMANCE MANAGEMENT PLAN TEMPLATE

<Insert Applicant Name>

INDICATOR:¹ ___ Math ___ Reading **DURATION OF THE PLAN**²: Begins _____, 20__ to _____, 20__

MEASURE*	METRIC*	CURRENT STATUS*	End Target For This Plan* ³
State standardized assessment	Percent (%) of students who score proficient on the State standardized assessment and Student growth percentile (SGP)	(Board staff will enter info here)	Meet or demonstrate sufficient progress toward the level of adequate academic performance as set and modified periodically by the Board.

STRATEGY I: Provide and implement a curriculum that improves student achievement.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY II: Develop and implement a plan for monitoring the integration of the Arizona Academic Standards into instruction.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY III: Develop and implement a plan for monitoring and documenting student proficiency.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY IV: Develop and implement a professional development plan that supports effective implementation of the curriculum.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

Using the information entered in the “Budget” columns above, please provide a budget total that incorporates all strategies and action steps for each year of the performance management plan’s implementation. For “Year 1”, please specify the fiscal year (e.g., 2011). The charter holder may add years, as necessary.

Year 1: **Budget Total** _____ **Fiscal Year** _____
Year 2: **Budget Total** _____
Year 3: **Budget Total** _____

Notes:

* Provided by ASBCS staff

1 Academic area to be addressed for improvement

2 Duration of the plan must align with the timeline presented in the Action Steps

3 Refer to Terms to Know in the Renewal Application Instructions

4 Repeat these action steps as necessary to include the appropriate number of steps to accomplish the strategy

Renewal Budget Plan

	Actual	Projected Financial Information		
	FY _____	FY _____	FY _____	FY _____
ADM:				
REVENUE				
State Equalization Assistance				
Classroom Site Fund				
Instructional Improvement Fund				
Federal Funds/Grants				
Other State Funds/Grants				
Food Service (e.g., NSLP, food sales)				
Extracurricular Tax Credits				
Contributions and Donations				
Fundraising				
Earnings on Investments				
Student Activities				
Kindergarten Tuition (Applies only to FY10 & FY11 unless expanded by Legislature)				
Other				
TOTAL REVENUE	\$0	\$0	\$0	\$0
EXPENSES				
Instructional				
Salaries				
Payroll Taxes				
Employee Benefits				
Purchased Services (Consultants)				
Purchased Services (Special Education)				
Technology				
Textbooks/Curriculum/Library				
Instructional Supplies				
Professional Development				
Travel				
Other				
Total Instructional	\$0	\$0	\$0	\$0
Non-Instructional				
Salaries				
Payroll Taxes				
Employee Benefits				
Purchased Services				
Rent/Bond Payment				
Repairs and Maintenance				
Property, Casualty, Liability Insurance				
Interest/Property Taxes				
Communications				
Furniture and Other Equipment				
Note/Loan/Non-Facility Lease Payments				
Audit				
Legal				
Advertising/Marketing				
Travel				
Printing and Postage				
Supplies				
Food Service				
Transportation				
Student Activities				
Fees and Dues				
Other				
Total Non-Instructional	\$0	\$0	\$0	\$0
TOTAL EXPENSES	\$0	\$0	\$0	\$0
Increase (Decrease) in Net Assets	\$0	\$0	\$0	\$0
Net Assets, Beginning of Year				
Net Assets, End of Year				

ASSUMPTIONS/NOTES

Arizona State Board for Charter Schools



Renewal Application Instructions

1700 W. Washington Street, #164
Phoenix, AZ 85007
(602) 364-3080
Fax (602) 364-3089
<http://online.asbcs.az.gov>

Formatted: Centered, Don't adjust space between Latin and Asian text
Field Code Changed

TABLE OF CONTENTS

	Page
I. Renewal Process Overview	3
a. Renewal Process At A Glance	4
II. Renewal Application Package Instructions	5
a. Academic Performance Section	5
b. Detailed Business Plan Section	7
III. Submitting the Renewal Application Package	9
IV. Terms to Know	10
V. Attachment	12
a. Performance Management Plan Template	12
<u>b.</u> Renewal Budget Plan Template	13

Formatted: Bullets and Numbering

Formatted: Left

I. RENEWAL PROCESS OVERVIEW

Authorized by Arizona Revised Statute, Title 15, Chapter 1, Article 8, effective September 16, 1994, charter schools are public schools that were established to provide a learning environment that will improve pupil achievement and will provide additional academic choices for parents and pupils.

According to A.R.S. § 15-183 (I), an approved plan to establish a charter school is effective for a fifteen year term. At least eighteen months before the expiration of the approved plan, the charter holder may apply for renewal. A charter holder that elects to apply for renewal shall file an application for renewal at least fifteen months before the expiration of the approved plan. The Arizona State Board for Charter Schools (the Board) will consider renewal based upon the charter holder's past performance, including the pupil achievement data of each school operated by the charter holder, as well as multiple sources of evidence gathered during the term of the charter and information contained in the application package. The charter holder will be notified at least twelve months prior to the expiration of the charter if it will not be renewed.

A charter holder becomes eligible to apply for renewal eighteen months before the charter expires. Eligibility for renewal is based solely on the expiration date of the charter. The charter holder is notified of its eligibility to apply for renewal via email and is provided a renewal application. A charter holder may then choose to submit a renewal application package. If the charter holder chooses not to apply, the charter expires at the end of its contracted term.

Based upon the charter holder's ability to meet identified performance criteria, Board staff will prepare the renewal application components. At least eighteen months before the charter expires, Board staff will notify the charter holder via email of eligibility to apply for renewal with a Notification Letter and will make available to the charter holder a customized renewal application and a summary review of the charter's performance record over the term of the charter.

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:

- Pupil achievement data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports
- Application package for renewal

The charter holder that elects to apply for renewal will have at least three months from the time of notification of eligibility to complete and submit the renewal application package. The charter holder will submit the charter renewal application package online to the Board by the application package due date identified in the Notification Letter. Once the application package is submitted, Board staff will prepare a staff report that provides information for the Board's consideration of whether or not to renew the charter. Staff may conduct a site visit following submission of the application package. The staff report will contain a summary of performance and compliance in the three key areas, scoring results for additional required plans or responses submitted with the application, and information gathered during a site visit, if required. The staff report will provide information for the

Deleted: ¶

¶
¶
¶

Page Break

Deleted: ,

Deleted: and notify the charter holder

Deleted: For regular renewal, no other eligibility requirements apply.

Deleted: <#>Written application for renewal¶

Deleted: Student performance

Deleted: The initial step in the renewal process occurs approximately two years prior to the expiration of a charter when the Arizona State Board for Charter Schools (the Board) staff members compile and review historical information of the charter holder's performance. Before the charter holder is notified of eligibility to apply for renewal, Board staff examines a balanced body of evidence, including academic achievement of the students at schools operated by the charter holder, as well as the fiscal management and compliance and contract and legal compliance of the charter holder. Board staff may also conduct a site visit. Based upon the charter holder's ability to meet identified performance criteria, Board staff will prepare the renewal application components. At least eEighteen months before the charter expires, Board staff will notifynotifies the charter holder of eligibility to apply for renewal with a Notification Letter and will make available to the charter holder a customized renewal application. Eligibility to apply for renewal occurs eighteen months prior to the charter's expiration.¶

Deleted: is due and must be submitted within three months from the time of notification of eligibility to apply.

Deleted: no later than fifteen months prior to the expiration of the current charter

Deleted: If Board staff did not conduct a site visit prior to renewal application submission, staff may conduct a site visit following ... [1]

Deleted: has three months to

Deleted: renewal executive summary document, with a profile of the school, including demographic information,

Deleted: , a business plan summary, and

Deleted: renewal executive summary provides

Board's consideration of whether or not to renew the charter. The Board will also have access to any and all renewal-related documents.

RENEWAL PROCESS AT A GLANCE

<u>Action</u>	<u>Description</u>	<u>Approximate Timeline</u>
<u>Conduct a Comprehensive Review of Charter Information</u>	The Board staff conducts a comprehensive review of all information related to the charter, including the charter's public file, site visits, pupil achievement data, fiscal and audit compliance, and legal and contractual compliance information.	Approximately 24 months to 18 months prior to charter expiration
<u>Notify Charter Holder of Eligibility to Renew Charter</u>	Board staff notifies the authorized representative via email that the charter holder is eligible to apply for renewal. At the time of notification, the authorized representative receives the appropriate renewal application information, the application package due date, and a summary review of the charter's performance record over the term of the charter. The Board will be provided a current version at the time of renewal decision-making.	18 months prior to charter expiration
<u>Receive Application Package</u>	The charter holder must respond to all requirements of the application.	Due within three months of notice of eligibility to renew
<u>Review Application Package</u>	Staff and/or a technical review panel will review and score the application package. Staff may conduct a renewal site visit for the purpose of confirming information submitted in the application.	Within three months of receipt of the submitted application
<u>Prepare Renewal Report</u>	Based upon the totality of information, including the application package for renewal, the on-site visit, pupil achievement data and other pertinent information collected through reviews, audits, monitoring reports, and site visits, Board staff prepares a report of findings to be forwarded to the Board at the time of consideration of renewal.	Within three months of receipt of the submitted application
<u>Decision by the Board</u>	The Board may take action to renew a charter for a new term. Certain parts of the application package, such as a Performance Management Plan, may be incorporated into the charter if the applicant is renewed. If the Board votes to not renew a charter, the charter operator must be notified at least 12 months prior to the expiration of the charter.	12 months prior to charter expiration

Deleted: ¶

Deleted: *The Board will consider renewal based upon the renewal application as well as multiple sources of evidence gathered during the term of the charter, including historical documents and student achievement data, and notify a charter holder at least twelve months prior to the expiration of the charter if it will not be renewed.*¶

Formatted: Font: Univers 45 Light, 14 pt

II. RENEWAL APPLICATION PACKAGE INSTRUCTIONS

Deleted: II. CHARTER RENEWAL APPLICATION PROCESS¶ Actions ... [2]

General Application Information: If the charter holder applies to be renewed, in addition to any other requirements, the application for renewal includes an academic plan and a detailed business plan. Because charter holder performance varies, the application for each charter holder will be prepared based upon prior performance. Certain requirements in the application may be waived for charter holders who consistently demonstrate the ability to meet or exceed performance standards.

Deleted: A charter holder becomes eligible to apply for renewal eighteen months before the charter expires. For regular renewal, no other eligibility requirements apply. The charter holder is notified of its eligibility to apply for renewal and provided a renewal application. A charter holder may then choose to submit a renewal application or not to apply to be renewed. If the charter holder chooses not to apply, the charter expires at the end of its contracted term. ¶

An authorized representative will be notified by an email communication of the charter holder's eligibility to apply for renewal. Simultaneously, the renewal application link for the eligible charter holder will be activated and found at the authorized representative's portal at ASBCS Online. The email communication will include an explanation of how to access the application. For these reasons, it is important for authorized representatives to have current email addresses on record with the Board. An applicant will submit the completed application package for renewal online. Because portions of the application package will be uploaded separately when using the wizard, applicants should review all portions of the application prior to preparing for submission.

Deleted: shall require submitting in those areas.

All required components of the application package will be evaluated using the Performance Management Plan Evaluation Instrument and the Detailed Business Plan Section Checklist.

Deleted: may also require applicants to address academic performance and submit information in the application to demonstrate targeted academic improvement.

II a. Academic Performance Section

Deleted: through an

Charter holders with schools not meeting the Board's **level of adequate academic performance**, as identified in the Terms to Know section of the application instructions, will be required to complete the Academic Performance Section of the renewal application and submit a Performance Management Plan which addresses improvement in the academic achievement of students attending the school or schools operated by the charter holder.

Deleted: alert sent to the designated portal at ASBCS Online.

NOTE: The renewal application for charter holders with schools that meet or exceed the academic performance level determined by the Board to be adequate will not have submission requirements for the Academic Performance Section of the application.

Deleted: come live

Purpose of a Performance Management Plan

A renewal Performance Management Plan is an accountability agreement between the charter holder and the Board for academic performance of each school operated by the charter holder. If approved for renewal, Performance Management Plans will be a component of the contract and will be used by the Board to monitor performance. The charter holder will report on making progress toward meeting targets in Performance Management Plans in Annual Reports; the Board will monitor each school's progress against Performance Management Plan targets. Failure to meet plan targets or make sufficient progress toward meeting plan targets will place the charter holder at risk of being in violation of the terms of the contract.

Deleted: authorized representative will also receive notification of eligibility to apply and

Deleted: ASBCS

Deleted: using the renewal application wizard

Deleted: against the renewal scoring rubric.

Deleted: any or all of the following in the Academic Performance Section of the application:

Deleted: A. A Performance Management Plan ¶

¶ B. An explanation with appropriate data and information to support why the school considers the progress made to be reasonable. If this applies to more than one school under the same charter, information for each school must be provided. ¶

¶ C. An explanation of any circumstances that may have prevented the school from performing at a satisfactory level.¶

¶ Process for Developing

Deleted: 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. ¶ ... [3]

Components of the Performance Management Plan

For the purpose of this application, each Performance Management Plan will include three components.

- Narrative
- Template
- Documentation of Academic Oversight

1. **Narrative:** Each completed template should be introduced with a narrative that serves as the foundation for understanding the Performance Management Plan and its development. The narrative must contain the following:
 - A detailed description of all previous improvement efforts to improve pupil achievement conducted by the school in the past five years;
 - A detailed description of the process used for conducting an analysis of relevant pupil achievement data;
 - The findings from the data analysis;
 - A detailed description of how the plan that is presented is directly linked to the findings from the data analysis.
2. **Template:** Each Performance Management Plan will be prepared using a template provided with the application and will include the following:
 - the academic area (*indicator*) to be addressed for improvement based upon data analysis findings reported in the opening narrative.
 - instrument that will be used to measure progress on the indicator, (*measures*).
 - reasonable and appropriate ways (generally numeric) to measure or quantify the identified improvement area, also known as the indicator (*metrics*).
 - rigorous and realistic targets for improvement (*targets*). Targets are not excessive for where the school is now, nor should they be too minimal for the degree of improvement necessary.
 - action steps for accomplishing the strategies for improvement. Action steps must reveal a progression of actions from start to finish for each strategy and must include evidence the applicant will use to show accomplishment of action steps.
 - allocated resources, i.e. time, money, personnel, etc., for implementing the strategies and timelines specified within the plan. **NOTE: Performance Management Plans must align with budget plans submitted in the Detailed Business Plan section and submitted budgets must reflect expenditures included in each Performance Management Plan.**

Note: Indicator, Measures, Metrics, Targets, and Strategies for the Performance Management Plans will be provided in the plan template.
3. **Documentation of Academic Oversight:** The charter holder must submit meeting agendas and minutes from the board which has primary responsibility for academic oversight of the school or schools operated by the charter holder. Meeting agendas and minutes submitted must be for all meetings conducted by this board in the year prior to renewal eligibility.

Deleted: tool

Deleted: aspect(s) of the academic area that will be focused upon

Deleted: <#>¶

Formatted: Font: Bold

II b. Detailed Business Plan Section

In accordance with A.R.S. § 15-183 (I), the application for renewal shall include a detailed business plan. The Detailed Business Plan Section is in two parts: Charter Holder's Organizational Membership and Charter Holder's Financial Sustainability. An applicant may be required to complete one or both parts of the section. Some applicants will be waived from completing either section of the application. All required components of the Detailed Business Plan Section will be evaluated using the Detailed Business Plan Section Checklist.

1. Charter Holder's Organizational Membership

Charter holders with contracts that are not up-to-date with regard to the organizational structure will be required to complete the Charter Holder's Organizational Membership section of the application. If the officers, directors, members and partners reflected in the contract do not match the current documents on file with the Arizona Corporation Commission, the charter holder must either file the appropriate notification request for Board consideration through the amendment process. For the purpose of the application package, the charter holder must provide evidence of the appropriate filing(s).

2. Charter Holder's Financial Sustainability

In making the determination that a charter holder is required to complete the Financial Stability section of the application, the Board will consider the two previous years of existing financial performance information. At the time of consideration of renewal by the Board, the most current audit information will be provided, which may be in addition to the two previous years of existing financial performance information.

If any of the following applies to the charter holder at the time the Board must notify the charter holder that it may apply for renewal, the charter holder will be required to submit this section of the application:

- The charter holder was required to submit the Academic Performance Section of the renewal application;
- At least one of the two previous audits identified a going concern; or
- At least one of the two previous audits identified that the charter holder ended the year with negative net assets (non-profit) or negative members'/shareholders' equity (for-profit).

For those required to submit the Academic Performance Section of the renewal application, Board staff will review the charter holder's previous two audits and the Renewal Budget Plan to determine the charter holder's financial capacity to implement the "budget" as detailed in the Academic Performance Section.

Part A: Complete and submit the Renewal Budget Plan Attachment, which must include actual financial information for the most recent fiscal year available and projected financial information for the next three fiscal years of operation. If the charter school is part of a larger organization, such as a social service organization or government entity, then the information in the Renewal Budget Plan should be specific to the charter school and its operations. Line items may be added to the Renewal Budget Plan to address special circumstances or to provide additional clarification, but line items may not be removed.

Deleted: ¶
Step 1: Conduct a data self-analysis and provide an interpretation for the previous five years, including patterns and trends¶

Step 2: Based upon the findings from the data analysis, provide a report of underlying reasons for the school's performance problems ¶

Step 3: Create a performance management plan or plans to improve student achievement which includes the following:¶

<#>Indicators representing academic quality or achievement, measures as a means to assess the performance of selected indicators, metrics that quantify a given measure, and targets that set expectations or define success on particular measures and within a certain period of time¶

<#>Strategies for meeting targets, including action steps, responsible parties, timelines, acceptable evidence, and budgets¶

<#>Annual benchmark target ... [4]

Deleted: Annual Reporting Requirement for Meeting Performance TargetsManage ... [5]

Deleted: This section of the renewal application addresses the charter holder's plan for its next charter ... [6]

Deleted: Similar to the Academic Section of the renewal application, the Detailed Business Plan sec ... [7]

Deleted: the Charter Holder's Organizational Membership

Deleted:

Deleted: the Financial Monitoring section will consider the two previous years of existing financial ... [8]

Formatted: Not Highlight

Deleted: For the purpose of this application, the Detailed Business Plan Section will include two ... [9]

Deleted: Evidence of Compliance

Formatted: Bullets and Numbering

Deleted: any

Deleted: s

Deleted: and amendments

Deleted: of the following applies to the charter holder at the time the Board must notify the charter ... [10]

Deleted: Part A: Provide evidence that demonstrates the charter holder's efforts to come into complianc ... [11]

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

The Renewal Budget Plan must account for any major changes anticipated by the charter holder or school. The average daily membership (ADM) used in each year must be provided along with the basis for the projected ADM. At a minimum, assumptions must also be provided for key components of the Renewal Budget Plan, including the basis for all projected revenue line items. Additionally, increases or decreases of 10% or more in the "total expenses" line item must be explained. Further, each "Other" line item used must be explained to specify what has been included. Applicants required to submit the Academic Section of the renewal application must also specify, in the Renewal Budget Plan, by fiscal year, that the expenses associated with the implementation of the Performance Management Plan have been incorporated.

Deleted: Those

Part B: In one page or less submit: a) a written explanation for the charter holder's current financial situation and b) a written description of the specific steps the charter holder has already taken to improve its financial situation and ensure the continued financial sustainability of the charter school(s). For "b)", evidence (e.g., copy of plan developed, meeting minutes) must be provided supporting that the steps described have been taken by the charter holder.

Please note that "Part B" only applies to those required to complete the "Charter Holder's Financial Sustainability" section because at least one of the two previous audits identified a going concern or identified negative net assets or negative members'/shareholders' equity at year end. "Part B" does not apply to those required to complete the "Charter Holder's Financial Sustainability" section solely because they must submit the Academic Performance Section.

DRAFT

III. SUBMITTING THE RENEWAL APPLICATION PACKAGE

Deleted: Renewal applications will be submitted online through an application wizard on the ASBCS Online database located at <http://online.asbcs.az.gov>. Please note that, for some sections, more than one individual document may need to be uploaded on the ... [12]

Deleted:

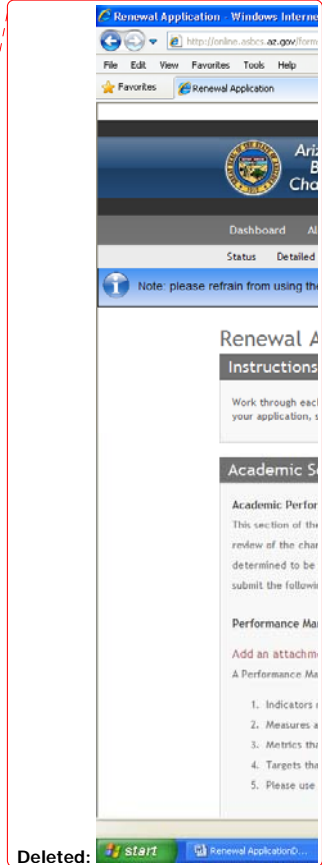
Deleted: If you are required to submit a performance management plan or have another academic performance requirement, the renewal application wizard will be enabled to accept the submission requirement. The performance management plan requires the ... [13]

Deleted: wizard

Deleted: A template for completing and submitting the plan is available on the application pages and under the *Help* tab of the renewal application wizard.

Deleted: If a charter holder meets the Board's level of adequate academic performance and is not required to complete the academic performance section of the application, the renewal application wizard will have a statement in this section of the application that ... [14]

Deleted: **DIGITAL SIGNATURE:**



Deleted:

Preparing the Application Package for Submission:

The online renewal application is capable of uploading multiple documents to enable applicants to meet the application requirements. Applicants are encouraged to review each required section of the application to ensure appropriate documents are prepared and uploaded before submitting the application package. The system does not allow for revisions once the application package has been submitted.

If a charter holder is not required to complete the Academic Performance Section and the Detailed Business Plan Section of the application, the online renewal application will have a statement in both sections of the application that informs the charter holder that nothing is required to be submitted for either section. In this instance, where the charter holder was waived from submitting both sections of the application, the authorized representative's digital signature will be the only requirement for submission of an online application package.

Submitting the Application Package:

Once the application is complete and ready for submission, the authorized representative will digitally sign the application by typing in his/her password and clicking "Sign Form". The online renewal application will indicate that the signature was accepted and the date it was signed. Once submitted, the authorized representative will receive notification indicating submission status as well as a link to a copy of the submitted application. The authorized representative has the option of withdrawing the application at any time.

Renewal application packages will be submitted online at <http://online.asbcs.az.gov>. Renewal application packages must be submitted by 11:59 p.m. MST on the deadline date which is approximately ninety calendar days from the date the charter holder was notified of eligibility to apply for renewal. The deadline date will be identified in the charter holder's Notification Letter.

IV. TERMS TO KNOW

Action Steps – Steps identified to accomplish a strategy’s intended outcome and are capable of being implemented through an appropriate commitment of time and resources

Application – The Board-approved forms and instructions, which are available through ASBCS Online and in writing

Application Package – The application, narrative, and documents described in the application

Authorized Representative – Individual with the power to bind a charter holder contractually according to the charter holder’s Articles of Incorporation, operating agreement, or by-laws

Board – The Arizona State Board for Charter Schools

Budget – Anticipated costs of allocated resources in reference to the Performance Management Plan

Charter – A contract between a person and the Board to operate a charter school under A.R.S. § 15-181

Charter Holder – A person who enters into a charter with the Board

Indicator – Academic area to be addressed for improvement

Level of Adequate Academic Performance – An academic performance level that the Board has determined to be adequate to waive certain identified requirements for renewal and other situations as appropriate for the following school configurations:

- A school that serves any students between grades three and eight must meet or exceed the state average percent proficient in reading and in math on the state assessment and has a student growth percentile of no less than minus one standard deviation from the state median growth percentile in reading and in math.
- A school that serves students no higher than grade two must exceed the state average scale score on the department of education’s norm-referenced test administered to second grade students.
- A school that serves any students from grades ten to twelve must meet or exceed the state average percent proficient in reading and in math on the state assessment.

Measures - ~~Instrument that will be used to measure progress on the indicator~~ (academic area)

Metrics - Reasonable and appropriate ways (generally numeric) to ~~measure or quantify~~ the identified improvement area, ~~also known as the Indicator~~.

MST – Mountain Standard Time

Person – An individual, partnership, corporation, association, or public or private organization of any kind

Performance Management Plan – Strategic plan focusing on increasing student achievement; components include indicators, measures, metrics, and targets as well as strategies and action steps

Responsible Party – The person responsible for ensuring the task assigned is completed

Deleted: DETAILED BUSINESS PLAN SECTION¶

Parts of the detailed business plan are required to be uploaded separately. Applicants should prepare the business plan portion of the application accordingly. The renewal application wizard for the business plan includes the following sections and topics: organizational chart, sustainability, budget plan, succession plan for both the charter holder and governing body, and facilities plan. ¶

¶ ... [15]

Deleted: ¶
Annual Benchmark Targets – Intended increments of results or definitions of success determined annually that will lead to meet¶ ... [16]

Deleted: final

Deleted: target for plan¶

Deleted: ¶

Deleted: Identification

Deleted: Tool

Deleted: of what aspect(s) of the indicator

Deleted: will be focused upon

Deleted: measure

Deleted: generally numeric

Deleted: ¶
Online Renewal Application Wizard – New alternative way to submit application and all related documents online¶

Scoring Criteria – A tool used to evaluate specific documents of the application package. The tool must include a description of the components to be scored and the criteria required to demonstrate mastery.

Strategy – Plan or method for obtaining a specific goal or result

Targets – Intended results or definition of success within a certain period of time that are rigorous and relevant

DRAFT

RENEWAL PERFORMANCE MANAGEMENT PLAN TEMPLATE

<Insert Applicant Name>

INDICATOR:¹ ___Math ___Reading **DURATION OF THE PLAN**²: Begins _____, 20__ to _____, 20__

MEASURE*	METRIC*	CURRENT STATUS*	End Target For This Plan* ³
State standardized assessment	Percent (%) of students who score proficient on the State standardized assessment and Student growth percentile (SGP)	(Board staff will enter info here)	Meet or demonstrate sufficient progress toward the level of adequate academic performance as set and modified periodically by the Board.

STRATEGY I: Provide and implement a curriculum that improves student achievement.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY II: Develop and implement a plan for monitoring the integration of the Arizona Academic Standards into instruction.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY III: Develop and implement a plan for monitoring and documenting student proficiency.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

STRATEGY IV: Develop and implement a professional development plan that supports effective implementation of the curriculum.

Action Steps ⁴	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1.				
2.				
3.				
4.				

Using the information entered in the “Budget” columns above, please provide a budget total that incorporates all strategies and action steps for each year of the performance management plan’s implementation. For “Year 1”, please specify the fiscal year (e.g., 2011). The charter holder may add years, as necessary.

Year 1: **Budget Total** _____ **Fiscal Year** _____
Year 2: **Budget Total** _____
Year 3: **Budget Total** _____

Notes:

* Provided by ASBCS staff

1 Academic area to be addressed for improvement

2 Duration of the plan must align with the timeline presented in the Action Steps

3 Refer to Terms to Know in the Renewal Application Instructions

4 Repeat these action steps as necessary to include the appropriate number of steps to accomplish the strategy

Renewal Budget Plan

	Actual	Projected Financial Information		
	FY _____	FY _____	FY _____	FY _____
ADM:				
REVENUE				
State Equalization Assistance				
Classroom Site Fund				
Instructional Improvement Fund				
Federal Funds/Grants				
Other State Funds/Grants				
Food Service (e.g., NSLP, food sales)				
Extracurricular Tax Credits				
Contributions and Donations				
Fundraising				
Earnings on Investments				
Student Activities				
Kindergarten Tuition (Applies only to FY10 & FY11 unless expanded by Legislature)				
Other				
TOTAL REVENUE	\$0	\$0	\$0	\$0
EXPENSES				
Instructional				
Salaries				
Payroll Taxes				
Employee Benefits				
Purchased Services (Consultants)				
Purchased Services (Special Education)				
Technology				
Textbooks/Curriculum/Library				
Instructional Supplies				
Professional Development				
Travel				
Other				
Total Instructional	\$0	\$0	\$0	\$0
Non-Instructional				
Salaries				
Payroll Taxes				
Employee Benefits				
Purchased Services				
Rent/Bond Payment				
Repairs and Maintenance				
Property, Casualty, Liability Insurance				
Interest/Property Taxes				
Communications				
Furniture and Other Equipment				
Note/Loan/Non-Facility Lease Payments				
Audit				
Legal				
Advertising/Marketing				
Travel				
Printing and Postage				
Supplies				
Food Service				
Transportation				
Student Activities				
Fees and Dues				
Other				
Total Non-Instructional	\$0	\$0	\$0	\$0
TOTAL EXPENSES	\$0	\$0	\$0	\$0
Increase (Decrease) in Net Assets	\$0	\$0	\$0	\$0
Net Assets, Beginning of Year				
Net Assets, End of Year				

ASSUMPTIONS/NOTES