Florence Crittenton Services of Arizona, Inc. - Entity ID 4300
School: Girls Leadership Academy of Arizona

Renewal Executive Summary

Sources of Evidence for this Document

Pursuant to A.R.S. 15-183.I, a charter may be renewed for successive periods of twenty years. The Arizona State Board for Charter Schools (Board) has established a process for the renewal of a charter that is based on affirmative evidence in three areas:

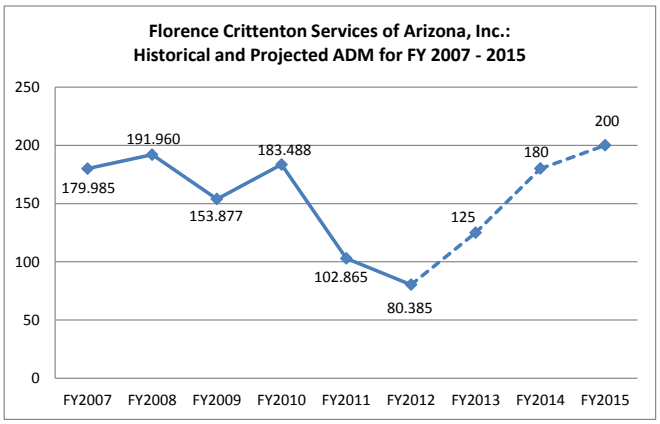
I. Success of the academic program, including academic achievement
II. Viability of the organization, including fiscal management and compliance
III. Adherence to the terms of the charter, including contract and legal compliance

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 of a charter. These sources include, but are not limited to:

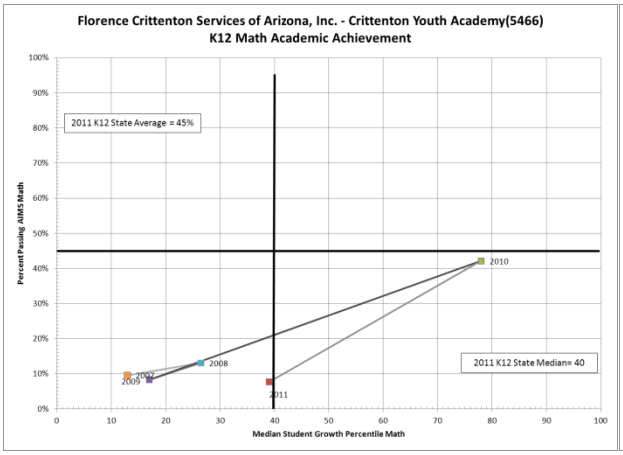
- Pupil achievement data
- Independent financial audits
- Five-year interval summary reviews
- Site visit reports
- Monitoring reports
- Application package for renewal

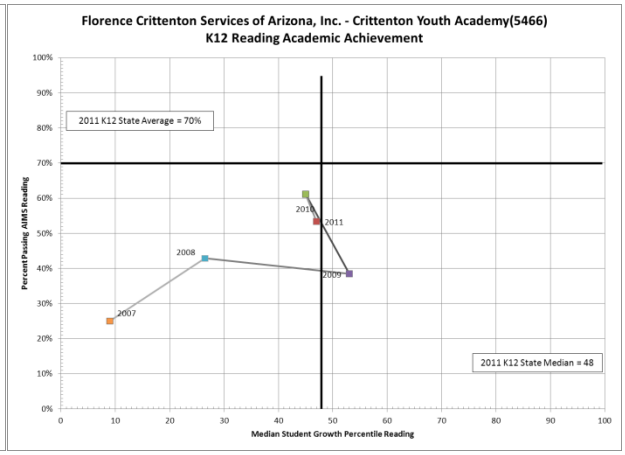
Profile

Florence Crittenton Services of Arizona, Inc. operates one school serving grades 9-12. The graph below shows the charter holder's actual 100th day average daily membership (ADM) for fiscal years 2007-2011 and the fiscal year 2012 ADM as of April 16, 2012 and projected ADM through 2015. Projections were provided by the charter holder as part of the submitted Renewal Budget Plan.



Graphs displaying the academic achievement for the past five years, if available, are provided below.





I. Success of the Academic Program

The academic performance of the school operated by the charter holder meets did not meet or demonstrate sufficient progress toward the Board's level of adequate academic performance. Therefore, the charter holder was required to submit a Performance Management Plan (PMP) in the academic section of the renewal application and to complete the Renewal Budget Plan.

On March 30, the charter holder submitted the PMP narrative, templates, and oversight documentation.

A leadership team discussion took place on May 2 at the school, the Girls Leadership Academy of Arizona (previously Crittenton Youth Academy), with Yvonne Watterson (Charter Representative), Deb Budnick (Charter Representative), Amy Coyle (Director of Curriculum), and Angelica Cruz (Director of Assessment). Florence Crittenton Services of Arizona, Inc. was approved for transfer from the State Board of Education to the ASBCS in May, 2010. The transfer amended the program of instruction and mission to provide a special emphasis on serving only female students. The school changed leadership at approximately the same time. The school also changed grade levels served from grades 6-12 to 9-12 effective for the 2011-2012 school year.

The narrative portion of the Performance Management Plan submitted by the charter holder was a comprehensive representation of the school improvement and data collection/analysis efforts since the transfer and change of leadership in 2010. Also occurring in 2010, the school was approved to receive a School Improvement Grant (SIG) from the Arizona Department of Education. The Performance Management Plan submitted aligns with the school's SIG plan and focuses on school-wide processes rather than content-specific items.

The focus of the leadership team discussion was on improvement efforts being implemented at this time and for the next several years as represented in the plan. The school is participating in training conducted by Margaret Heritage and using formative assessment and

feedback to improve instructional practice. Teachers are also shifting to more inquiry-based lessons. The submitted plan has an emphasis on these efforts and aligns actions in each strategy to support these changes. The Academic oversight documentation submitted with the PMP indicates the school board is regularly informed of the academic program. The information gleaned from the discussion supported the Performance Management Plan narrative and templates submitted.

Required submissions for the Academic Performance Section and the Renewal Budget Plan, as well as the applicable evaluation instrument and checklist, are included in the charter holder's portfolio. The evaluation instrument completed by staff identifies whether the required information provided included a Full Description, a Partial Description, or a Very Limited Description. The checklist completed by staff identifies whether the required elements of the Detailed Business Plan were addressed.

II. Viability of the Organization

The charter holder meets the standards specified in the *Renewal Application Instructions*. Therefore, the charter holder was not required to submit the charter holder's Financial Sustainability portion of the Detailed Business Plan Section.

III. Adherence to the Terms of the Charter

A. Compliance Matters Requiring Board or Other Agency Action[1]

Over the past six years, there were no items to report.

B. Other Compliance Matters[2]

The fiscal year 2008 audit stated that the school did not retain students' attendance records for the first half of the fiscal year. The audit indicates that the school revised its policy and began retaining these records in January 2008. The audit firm noted that based on its review of the remainder of the year, the school was now maintaining proper records. Since the audit indicated that for the second half of the year the charter school retained its student attendance records, a corrective action plan (CAP) was not required.

The fiscal year 2007 audit identified an issue that required a CAP. Specifically, the audit indicated a lack of segregation of duties with regards to payroll processing. The charter holder submitted a satisfactory CAP.

Further, the same issue was identified as repeated in the fiscal years 2007 through 2009 audits. In each fiscal year, the charter holder did not retain documentation to support all disbursements. In fiscal year 2009, a second issue was identified as repeated. The issue pertained to the charter holder not retaining documentation to support that notices and agendas

[1] For more information about the areas of compliance reviewed for this section, please see the "Renewal Guide".
[2] For more information about the areas of compliance reviewed for this section, please see the "Renewal Guide".

were posted at least 24 hours before governing body meetings as required by Open Meeting Law.

For the previous five fiscal years, the charter holder has failed to timely submit its annual audit for one or more years.

C. Charter Holder's Organizational Membership

Because the organizational membership on file with the Board was consistent with the information on file with the Arizona Corporation Commission, the charter holder was not required to submit the charter holder's Organizational Membership portion of the Detailed Business Plan Section.

Board Options

Option 1: The Board may approve the renewal. Staff recommends the following language for consideration: Renewal is based on consideration of academic, fiscal and contractual compliance of the charter holder. In this case, there is a record of academic performance below the Board's level of adequate academic performance, which has been addressed by the charter holder through the inclusion of a performance management plan as part of the renewal application package and can be incorporated in the charter contract. There is also a record of past contractual noncompliance which has been reviewed. With that taken into consideration as well as all information provided to the Board for consideration of this renewal application package and during its discussion with representatives of the charter holder, I move to approve the request for charter renewal and grant a renewal contract to Florence Crittenton Services of Arizona, Inc. that incorporates the performance management plan.

Option 2: The Board may deny the renewal. The following language is provided for consideration: Based upon a review of the information provided by the representatives of the charter holder and the contents of the application package which includes the academic performance, the fiscal compliance, and legal and contractual compliance of the charter holder over the charter term, I move to deny the request for charter renewal and to not grant a renewal contract for Florence Crittenton Services of Arizona, Inc. Specifically, the charter holder, during the term of the contract, failed to meet the obligations of the contract or failed to comply with state law when it:

1. Failed to provide a learning environment to improve pupil achievement in accordance with A.R.S. § 15-181(A).
2. Other specific reasons the Board may have found during its consideration including…