AGENDA ITEM: NEW CHARTER APPLICATION – SOUTHWEST LEADERSHIP ACADEMY

Southwest Leadership Academy submitted a complete charter application package for the Board's consideration. The revised application package meets the requirements set by the Board for the 2013-2014 application cycle. This report contains:

1. A brief introduction to the application package,
2. An overview of each section of the application package, including:
    a. A description of the proposed education plan,
    b. A description of the applicant's organization with a summary of information submitted regarding applicant education and experience,
    c. A description of the applicant's business plan, and
    d. Information from the in-person interview,
3. The overall score for the application package,
4. Additional information regarding affiliations with current or prior charter operations, and
5. Staff's recommendation regarding this application package.

Additional items in the portfolio include:

- A copy of the final scoring rubric which confirms the application package does meet the requirements as demonstrated through the review of the preliminary application package submitted on May 30, 2012 (including the technical assistance provided to the applicant) and review of the revised application package submitted on December 18, 2012, and
- Each section of the revised application package.

A link to the audio recording of the in-person interview is found on agenda item N.5.

APPLICATION INTRODUCTION

Southwest Leadership Academy is an Arizona non-profit corporation formed in 2011. The authorized representative for the corporation is Barry McBride. The proposed school, Southwest Leadership Academy, will serve grades 9-12 in Phoenix.

Mission Statement

The stated mission of Southwest Leadership Academy is as follows: Southwest Leadership Academy is dedicated to improving academic achievement by providing rigorous academic and social skills instruction that will lead to student success in school, within their lives, and within the community.

Target Population

Southwest Leadership Academy targets high school students who are disadvantaged and at-risk of failure due to academic, social, or economic factors, students who have dropped out or have been expelled from nearby schools, and students transitioning from the juvenile justice system. Southwest Leadership Academy targets the area within a five mile radius of 4301 West Fillmore Street in Phoenix, within the West Phoenix Revitalization District. According to the narrative, this area has a population that is over 90% Latino, with over 75% of school-age children speaking Spanish at home. Census tracts in the area have up to 41% of children living below the poverty line, and over 60% of 18-24 year olds with no high school diploma.

Student Count

Year	Grades Served	# of Students	# of Sites
1	9-12	150	1
2	9-12	400	1
3	9-12	500	1

School Calendar

Standard, 180 days

A. EDUCATION PLAN

The following summary was created from excerpts and summaries of the documents submitted for the applicant's Education Plan.

Educational Philosophy

According to the narrative, Southwest Leadership Academy (SLA) will be an academically rigorous high school that will serve students within a consistent, highly supportive school environment, following the principles of Positive Youth Development (PYD). PYD is a comprehensive framework outlining the supports young people need in order to be successful, focusing on their strengths and assets rather than their problems or deficits. PYD emphasizes the development of skills, competencies and relationships that lead students to become productive, contributing members of society. SLA will utilize formative assessments and summative assessments for regular, continuous assessment of learning and for producing feedback necessary for learning to occur. SLA will employ a 5-to-1 ratio of positive feedback to constructive feedback, a norm established in other schools operated by Rite of Passage, the Charter Management Organization.

Program of Instruction

Framework: The narrative states that Southwest Leadership Academy will develop comprehensive, standards-based curriculum maps, featuring: Dates (of instruction), Essential Questions, Content, Skills, Evidence, and Assignments. Available instructional materials will include new content area textbooks and Teacher materials from Pearson. Advisement instructors will teach Aggression Replacement Training (ART) and facilitate service learning projects for students. SLA will require all students to enroll in *Career Exploration*. Replicating a program from another Rite of Passage charter school, SLA will develop a potential partnership with Junior Achievement and use the organization's volunteers and resources within the course curriculum and instruction. The Response to Intervention (RtI) Model will be a school-wide initiative that will utilize all available resources for students in need of academic and/or additional behavioral support.

Methods of Instruction: The narrative states that staff development will primarily focus on two strategies from *Classroom Instruction That Works* (Dean, Hubbell, Pitler,& Stone, 2012) at the beginning of the first school year:

- Reinforcing Efforts and Providing Recognition, and
- Setting Objectives and Providing Feedback.

Additional strategies will be studied through the year, including:

- Summarizing and note taking
- Homework and practice
- Nonlinguistic representations
- Cooperative learning
- Generating and testing hypotheses

Teachers will incorporate Darling-Hammond's *Culturally-Relevant Pedagogy* (2005) to address the needs of the target population, and will use *Sheltered Instruction Observation Protocol* (SIOP) pedagogy to support the development of English proficiency among the ELL students.

Methods of Assessment: The narrative lists the following to be used as their methods of assessment:

- NWEA MAP computer-based assessments three times annually,
- Quarterly curricular pre- and post-assessments,
- Unit pre-tests and summative assessments,
- Formative assessments used during instruction,
- AIMS and Stanford 10 assessments, and
- Positive Achievement Change Tool (PACT) assessment for risk factors for delinquent behavior.

PMP
The Performance Management Plan (PMP) for new applicants is for the purpose of ensuring the school's curriculum, instruction, monitoring of student achievement, and professional development are ready to be implemented.

The applicant submitted a PMP that met the criteria in all areas for both Reading and Math.

Curriculum Samples
Curriculum samples for Southwest Leadership Academy were provided for grades 9-12. The table below indicates which curriculum samples in the revised application package met all Board requirements (+), and which had deficiencies (-). Details can be found in the attached Scoring Rubric.

Grade	Math	Reading	Writing	Science
9	+	+	+	+
10	+	+	+	
11	+	+	+	
12	+	+	+	

EDUCATION PLAN FINDINGS

PRELIMINARY WRITTEN APPLICATION PACKAGE:
5/61 scoring areas (8%) did not meet the criteria.

During the in-person interview the applicant responded to the questions regarding the submitted Education Plan.

The individuals who participated in the interview were able to answer questions with responses that provided clarification or added detail to the preliminary written Education Plan.

The TRP provided the applicant with written technical assistance based on its review of the preliminary written application package and responses provided during the interview.

REVISED WRITTEN APPLICATION PACKAGE:
0/61 scoring areas (0%) did not meet the criteria.

B. ORGANIZATION PLAN

The following summary was created from excerpts and summaries of the documents submitted for the applicant's Organization Plan.

Southwest Leadership Academy is a non-profit corporation, located in Tempe, AZ, that was created on June 22, 2011 for public and charitable purposes, including providing academic, vocational, and therapeutic opportunities for youth, with three Directors: Harriet Caruso, Barry McBride, and Michael Gantt.

Education Service Provider
Southwest Leadership Academy intends to have a governance relationship with an Educational Service Provider, Rite of Passage, Inc. (ROP). As stated in the narrative, Rite of Passage, Inc. was chosen because of their expertise and operations of multiple education campuses in Arizona, California, Colorado, Nevada, Maryland and Louisiana. These schools also serve disadvantaged and at-risk youth, similar to SLA's target population.

In confirming the performance of the ESP, the following information was provided by authorizers familiar with their work:

> Ridgeview Academy – the charter school that is operated by Rite of Passage, is a strong, high-performing school – a residential facility for adjudicated youth who are in the midst of their sentence. I have a lot of respect for their programs and the leadership at the school.

A School Performance Scorecard provided by the authorizer indicates that Ridgeview Academy either Meets or is Approaching Standards in each indicator. The full Scorecard is found in Appendix C.

Rite of Passage will provide comprehensive educational, professional, and administrative services to Southwest Leadership Academy, including personnel management, facility operation and maintenance, business administration, budgeting and financial reporting, technology support for both hardware and software, technology plan, e-rate filing and compliance, and human resource and public relations support services. The organization will also manage transportation and food services for the students enrolled at SLA.

School Governing Body

Pursuant to A.R.S. 15-183 (E)(8), the corporate board for Southwest Leadership Academy will act as the School Governing Body. Pursuant to the Bylaws, the Board may expand to a total of five (5) Board members. Future members of the Governing Board will be chosen for their skills, which will round out the resources and knowledge base the current members possess in order to aid SLA in fulfilling its mission and vision. Educators, business professionals and community stakeholders will be ideal candidates.

School Governing Body Member Type	Number	Name
Organization Principal(s)	3	Harriet Caruso, Barry McBride, Michael Gantt
School Staff		
Parent(s)		
Community		
Other-Business Community		
Other – Institute of Higher Education		

Roles and Responsibilities

The Corporate Board shall be the Governing Body, with duties including:

- Establishing the mission and vision of the school
- Providing overall governance of the charter school and monitoring performance of CMO
- Fulfilling its commitments and contractual obligations to the Arizona Department of Education and the State Board, as defined in the charter
- Formulating and approving policy and procedures needed to accomplish the educational mission of the school
- Reviewing and approving major organizational decisions, commitments and plans including expenditures, loans and leases, etc.
- Selecting the Principal in collaboration with the CMO.
- Approving annual budgets, review of annual audit, 990 Returns and quarterly financial reports
- Reviewing, approving and monitoring student academic achievement and the school's Performance Management Plan
- Ensuring the school is meeting its intended objectives as evident in student test scores and academic achievement.
- Acting as the final body of appeal in the grievance process for school community members
- Complying with the State's Open Meeting Laws
- Maintaining full and accurate meeting minutes

- Filling vacancies on the Board or any subcommittee pursuant to Bylaws
- Ensuring compliance with all state, federal and grant law stipulations
- Meeting regularly to oversee the management, operation, activities, and affairs of the school including review of school's financial, student, staffing and operational performance

Charter Principals Background Information

Authorized Representative: *Barry McBride*
Confirmed Education History: Bachelor of Arts in Bible, Grand Canyon University, 1977
Confirmed Employment History: Chief Executive Officer, Sun Cornerstone Group, Inc., 1994-present
Arizona FCC Expires: 06/19/2018
Review of Individual Financial Position: No follow-up required
Current or Past Charter Affiliations: None

Principal Name: *Harriet Caruso*
Confirmed Education History: No post-secondary degree claimed
Confirmed Employment History: Assistant Superintendent/Director of Curriculum and Compliance, Career Success High School, 2004-present
Arizona FCC Expires: 04/02/2016
Review of Individual Financial Position: Follow-up completed – met requirements
Current or Past Charter Affiliations: See Additional Background Information

Principal Name: *Michael Gantt*
Confirmed Education History: Bachelor of Fine Arts in Education, Drake University, 1967
Confirmed Employment History: Career Transition Consultant, Right Management, 2009-present;
Retired, 2008-2009;
Supervisor-Human Resources, Bashas' Inc., 1996-2008
Arizona FCC Expires: 08/12/2017
Review of Individual Financial Position: Follow-up completed – met requirements
Current or Past Charter Affiliations: None

ORGANIZATION PLAN FINDINGS

PRELIMINARY WRITTEN APPLICATION PACKAGE:
3/29 scoring areas (10%) did not meet the criteria.

During the in-person interview the applicant responded to the questions regarding the submitted Organization Plan.

The individuals who participated in the interview were able to answer questions with responses that provided clarification or added detail to the preliminary written Organization Plan.

The TRP provided the applicant with written technical assistance based on its review of the preliminary written application package and responses provided during the interview.

REVISED WRITTEN APPLICATION PACKAGE:
0/29 scoring areas (0%) did not meet the criteria.

C. BUSINESS PLAN

The following summary was created from excerpts and summaries of the documents submitted for the applicant's Business Plan.

Site Information

Proposed School Name:	Southwest Leadership Academy
Proposed Location:	Confirmed location: 4301 West Fillmore Street, Phoenix, Arizona
Secured Facility:	The facility consists of a former middle school, with 48,000 Sq. Ft. of space, 25+ classrooms, a library, cafeteria, science and computer labs, administrative offices, a multi-purpose room, storage area, two outdoor basketball courts, a six-acre field, ample parking, and shaded ramadas. It has been leased by the CMO and is currently partly occupied by Mission Charter School, also managed by the CMO.

Budget

Start-up Budget

The start-up budget, in the amount of $236,984, covers the costs described in the Start-Up Budget Assumptions narrative with revenue that has been verified. At the end of the start-up period, verified revenue exceeds expenditures.

Secured Funds

The applicant has secured a loan from Rite of Passage, Inc., the CMO identified in the application package, for start-up purposes. The secured funds, in the amount of $240,000 as stated by the applicant, are available as confirmed by Bank of America.

Annual Operating Budgets

The operating budget for Year One is based on 90% of anticipated student enrollment of 150 students, with a projected per-student equalization funding of $6,935.74 as calculated based on FY2012 revenue worksheets, including base support level weights and weighted students counts, but without additional assistance multipliers. The budget for Year One also includes $120,304 of Title I funding. At the end of each year revenue exceeds expenditures, with the following year-end balances: Year 1 ($15,710); Year 2 ($9,040); Year 3($96,913).

BUSINESS PLAN FINDINGS

PRELIMINARY WRITTEN APPLICATION PACKAGE:

1/28 scoring areas (4%) did not meet the criteria.

During the in-person interview the applicant responded to the questions regarding the submitted Business Plan.

The individuals who participated in the interview were able to answer questions with responses that confirmed the ability to implement the well described Business Plan.

The TRP provided the applicant with written technical assistance based on its review of the preliminary written application package and responses provided during the interview.

REVISED WRITTEN APPLICATION PACKAGE:

0/28 scoring areas (0%) did not meet the criteria.

OVERALL SCORE

Preliminary application package: 8% of the scoring areas did not meet the criteria.

Revised application package: 0% of the scoring areas did not meet the criteria.

ADDITIONAL BACKGROUND INFORMATION

Additional data is included below to provide information related to the applicant's principals' experience, qualifications, and current and prior charter compliance as an indicator of the applicant's ability to implement a charter or operate a charter school.

Charter Principal Affiliations
Principal Name: Harriet Caruso
Current Affiliation: Career Success Schools, Director since 2006, Assistant Superintendent
Past Affiliation of Note: Career Success High School – Mesa, Director, Surrendered 2012 due to low enrollment
Comments:

Career Success Schools operates five charter schools:

- Career Success High School - Main Campus,
- Career Success High School – Glendale,
- Career Success Jr./Sr. High School – North Phoenix,
- Career Success High School –Robert L. Duffy, and
- Career Success School – SAGE Campus.

Academic Performance of Associated Schools

3 of 5 associated schools met the Board's Academic Performance Expectations. Academic Dashboards may be found in Appendix A.

Operational and Financial Performance of Associated Schools

Audits for Fiscal Years 2011 and 2012 were reviewed. No issues were identified that required follow-up to the Board. As of January 9, 2013, Career Success Schools is in operational compliance.

Career Success Schools does not meet the Board's Financial Performance Expectations. Financial Dashboards are found in Appendix B.

BOARD OPTIONS

Option 1: The Board may approve the application package. Staff recommends the following language for consideration: Based upon review of the contents of the portfolio provided for this applicant and the information provided by the representatives of the applicant during consideration, and given it is within the sole discretion of the Board to approve or deny a charter, I move to approve the application package and grant a charter to Southwest Leadership Academy to establish Southwest Leadership Academy charter school to serve grades 9-12.

Option 2: The Board may deny the application package. The following language is provided for consideration: Based upon a review of the contents of the portfolio provided for this applicant and the information provided by the representatives of the applicant during consideration, and given it is within the sole discretion of the Board to approve or deny a charter, I move to reject the application package and deny the request for a charter of Southwest Leadership Academy to establish a charter school for the reason(s) that its application failed to meet the requirements of Title 15, Chapter 1, Article 8 due to: (member making the motion should select all that apply and complete the sentence where necessary).

- ❑ Lack of an Education Plan that meets the Board's criteria as stated in the scoring rubric and/or demonstrated through responses to interview questions,
- ❑ Lack of a curriculum aligned to state standards as stated in the scoring rubric,
- ❑ Lack of an Organization Plan that meets the Board's criteria as stated in the scoring rubric and/or demonstrated through responses to interview questions,
- ❑ Lack of a Business Plan that meets the Board's criteria as stated in the scoring rubric and/or demonstrated through responses to interview questions,

And/or I move to reject the application package and deny the request for a charter of Southwest Leadership Academy to establish a charter school for the reason(s) that:

- ❑ The applicant is not sufficiently qualified to operate a charter school based on (insert the facts from the background/fingerprint/credit report of the specific Officers, Members, Directors, or Partners that form the basis for the decision).
- ❑ The applicant is not sufficiently qualified to operate a charter school based on the (insert the facts from the financial, operational and/or academic performance of associated schools that form the basis for the decision).

APPENDIX A

Academic Performance Rating FY 2012

Charter Holder: Career Success Schools
Entity ID 79047

Charter School: Career Success High School – Main Campus
Entity ID 79129, Grades 9-12

1. Growth

Alternative High School		1a. SGP		1b. Improvement	
School	**School Year**	**Math**	**Read**	**Math**	**Read**
Career Success High School - Main Campus	2011-2012	NR	NR	20	34.5
Points Assigned		**0**	**0**	**50**	**50**
Weight		**0**	**0**	**15**	**15**

2. Proficiency

Alternative High School		2a. Percent Passing		2b. Subgroup ELL		2b. Subgroup FRL		2b. Subgroup SPED	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Career Success High School - Main Campus	2011-2012	21	35	NR	NR	22	36	NR	NR
Points Assigned		**75**	**50**	**0**	**0**	**75**	**50**	**0**	**0**
Weight		**10**	**10**	**0**	**0**	**5**	**5**	**0**	**0**

3. State Accountability & Overall Rating

Alternative High School		3a. State Accountability	4a. Graduation Rate	4b. Academic Persistence	Overall Rating
School	**School Year**	**Grade**	**GradRate**	**Persist**	
Career Success High School - Main Campus	2011-2012	50	met	87	62.5
Points Assigned		**50**	**75**	**75**	
Weight		**5**	**15**	**20**	**100**

Overall Rating	Point Range
Exceeds Standard	> or = to 89
Meets Standard	< 89, but > or = to 63
Does Not Meet Standard	< 63, but > or = to 39
Falls Far Below Standard	< 39

Additional information regarding the Academic Framework can be found at http://www.asbcs.az.gov/

1/9/2013

Academic Performance Rating FY 2012

Charter Holder: Career Success Schools
Entity ID 79047

Charter School: Career Success High School - Glendale
Entity ID 80430, Grades 9-12

1. Growth

Alternative High School		1a. SGP		1b. Improvement	
School	**School Year**	**Math**	**Read**	**Math**	**Read**
Career Success High School - Glendale	2011-2012	NR	NR	14	35.5
Points Assigned		**0**	**0**	**25**	**50**
Weight		**0**	**0**	**15**	**15**

2. Proficiency

Alternative High School		2a. Percent Passing		2b. Subgroup ELL		2b. Subgroup FRL		2b. Subgroup SPED	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Career Success High School - Glendale	2011-2012	14	33	NR	NR	6	38	NR	NR
Points Assigned		**50**	**50**	**0**	**0**	**50**	**50**	**0**	**0**
Weight		**10**	**10**	**0**	**0**	**5**	**5**	**0**	**0**

3. State Accountability & Overall Rating

Alternative High School		3a. State Accountability	4a. Graduation Rate	4b. Academic Persistence	Overall Rating
School	**School Year**	**Grade**	**GradRate**	**Persist**	
Career Success High School - Glendale	2011-2012	NR	NR	92	64.47368
Points Assigned		**0**	**0**	**100**	
Weight		**0**	**0**	**35**	**95**

Overall Rating	Point Range
Exceeds Standard	> or = to 89
Meets Standard	< 89, but > or = to 63
Does Not Meet Standard	< 63, but > or = to 39
Falls Far Below Standard	< 39

Additional information regarding the Academic Framework can be found at http://www.asbcs.az.gov/

1/9/2013

Academic Performance Rating FY 2012

Charter Holder: Career Success Schools
Entity ID 79047

Charter School: Career Success Jr/Sr High School North Phoenix
Entity ID 80025, Grades 7-12

1. Growth

Alternative K-12		1a. SGP		1b. SGP Bottom 25%		1b. Improvement	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Career Success Jr/Sr High School N. Phoenix	2011-2012	NR	NR	NR	NR	46	60.5
Points Assigned		**0**	**0**	**0**	**0**	**100**	**100**
Weight		**0**	**0**	**0**	**0**	**20**	**20**

2. Proficiency

Alternative K-12		2a. Percent Passing		2b. Subgroup ELL		2b. Subgroup FRL		2b. Subgroup SPED	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Career Success Jr/Sr High School N. Phoenix	2011-2012	35	80	NR	NR	27	58	NR	NR
Points Assigned		**75**	**100**	**0**	**0**	**75**	**75**	**0**	**0**
Weight		**7.5**	**7.5**	**0**	**0**	**5**	**5**	**0**	**0**

3. State Accountability & Overall Rating

Alternative K-12		3a. State Accountability	4a. Graduation Rate	4b. Academic Persistence	Overall Rating
School	**School Year**	**Grade**	**GradRate**	**Persist**	
Career Success Jr/Sr High School N. Phoenix	2011-2012	75	met	88	86.875
Points Assigned		**75**	**75**	**75**	
Weight		**5**	**15**	**15**	**100**

Overall Rating	Point Range
Exceeds Standard	> or = to 89
Meets Standard	< 89, but > or = to 63
Does Not Meet Standard	< 63, but > or = to 39
Falls Far Below Standard	< 39

Additional information regarding the Academic Framework can be found at http://www.asbcs.az.gov/

1/9/2013

Academic Performance Rating FY 2012

Charter Holder: Career Success Schools
Entity ID 79047

Charter School: Robert L. Duffy
Entity ID 81126, Grades 9-12

1. Growth

Alternative High School		1a. SGP		1b. Improvement	
School	**School Year**	**Math**	**Read**	**Math**	**Read**
Robert L. Duffy	2011-2012	23.5	27.5	15	24.5
Points Assigned		**50**	**50**	**25**	**25**
Weight		**2.5**	**2.5**	**12.5**	**12.5**

2. Proficiency

Alternative High School		2a. Percent Passing		2b. Subgroup ELL		2b. Subgroup FRL		2b. Subgroup SPED	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Robert L. Duffy	2011-2012	16	40	29	NR	18	42	NR	NR
Points Assigned		**50**	**50**	**75**	**0**	**50**	**50**	**0**	**0**
Weight		**10**	**10**	**3.333333**	**0**	**3.333333**	**3.333333**	**0**	**0**

3. State Accountability & Overall Rating

Alternative High School		3a. State Accountability	4a. Graduation Rate	4b. Academic Persistence	Overall Rating
School	**School Year**	**Grade**	**GradRate**	**Persist**	
Robert L. Duffy	2011-2012	25	not met	95	53.3333
Points Assigned		**25**	**50**	**100**	
Weight		**5**	**15**	**20**	**100**

Overall Rating	Point Range
Exceeds Standard	> or = to 89
Meets Standard	< 89, but > or = to 63
Does Not Meet Standard	< 63, but > or = to 39
Falls Far Below Standard	< 39

Additional information regarding the Academic Framework can be found at http://www.asbcs.az.gov/

1/9/2013

Academic Performance Rating FY 2012

Charter Holder: Career Success Schools
Entity ID 79047

Charter School: Career Success School – SAGE Campus
Entity ID 80050, Grades K-8

1. Growth

Alternative Elementary		1a. SGP		1b. SGP Bottom 25%	
School	**School Year**	**Math**	**Read**	**Math**	**Read**
Career Success School - Sage Campus	2011-2012	29	45	NR	NR
Points Assigned		**50**	**75**	**0**	**0**
Weight		**25**	**25**	**0**	**0**

2. Proficiency

Alternative Elementary		2a. Percent Passing		2b. Subgroup ELL		2b. Subgroup FRL		2b. Subgroup SPED	
School	**School Year**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**	**Math**	**Read**
Career Success School - Sage Campus	2011-2012	34	58	NR	NR	33	56	0	0
Points Assigned		**75**	**75**	**0**	**0**	**75**	**75**	**50**	**50**
Weight		**7.5**	**7.5**	**0**	**0**	**2.5**	**2.5**	**2.5**	**2.5**

3. State Accountability & Overall Rating

Alternative Elementary		3a. State Accountability	4b. Academic Persistence	Overall Rating
School	**School Year**	**Grade**	**Persist**	
Career Success School - Sage Campus	2011-2012	50	92	68.75
Points Assigned		**50**	**100**	
Weight		**10**	**15**	100

Overall Rating	Point Range
Exceeds Standard	> or = to 89
Meets Standard	< 89, but > or = to 63
Does Not Meet Standard	< 63, but > or = to 39
Falls Far Below Standard	< 39

Additional information regarding the Academic Framework can be found at http://www.asbcs.az.gov/

1/9/2013

APPENDIX B

Financial Performance – Fiscal Year 2012

Board staff evaluated the financial performance of Career Success Schools using the Board's Financial Performance Framework. Based on this evaluation, the charter holder did not meet the financial framework's requirements because the charter holder received one or more "Falls Far Below Standard" and/or two or more "Does Not Meet Standard". The charter holder's results on each of the financial framework's measures may be found in the table below.

Career Success Schools

Financial Performance Based on Fiscal Year 2012 Audit			
Near-Term Indicators			
Going Concern	No	Meets	
Unrestricted Days Cash	22.86	Does Not Meet	
Default	No	Meets	
Sustainability Indicators			
Total Liabilities to Equity Ratio	(13.06)	Falls Far Below	
Net Income	($606,460)	Does Not Meet	
Fixed Charge Coverage Ratio	0.81	Does Not Meet	
Cash Flow (3-Year Cumulative)	$13,364	Does Not Meet	
Cash Flow Measure Detail	($104,002) [FY12]	$332,467 [FY11]	($215,101) [FY10]

Note: Negative numbers are indicated by parentheses.

On the next page, please find financial data showing the charter holder's performance for the most recent three audited fiscal years.

Career Success Schools

Financial Data				
	2012	2011	2010	
Statement of Financial Position				2009
Cash	$447,697	$551,699	$219,232	$434,333
Unrestricted Cash	$414,699	$551,699	$219,232	
Total Assets	$11,001,440	$11,727,846	$11,633,028	
Total Liabilities	$11,913,657	$12,033,603	$12,158,976	
Current Portion of Long-Term Debt & Capital Leases	$85,000	75,000	200,091	
Net Assets	($912,217)	($305,757)	($525,948)	
Statement of Activities				
Revenue	$6,014,751	$7,084,064	$6,008,014	
Expenses	$6,621,211	$6,863,873	$6,422,897	
Net Income	($606,460)	$220,191	($414,883)	
Change in Net Assets	($606,460)	$220,191	($414,883)	
Financial Statements or Notes				
Depreciation & Amortization Expense	$442,519	$404,368	$254,422	
Interest Expense	$778,400	807,500	255,700	
Lease Expense	$473,500	$669,900	$372,079	

Financial Performance				
	2012	2011	2010	3-yr Cumulative
Near-Term Indicators				
Going Concern	No	No	No	N/A
Unrestricted Days Cash	22.86	29.34	12.46	N/A
Default	No	No	No	N/A
Sustainability Indicators				
Total Liabilities to Equity Ratio	(13.06)	(39.36)	(23.12)	N/A
Net Income	($606,460)	$220,191	($414,883)	N/A
Cash Flow	($104,002)	$332,467	($215,101)	$13,364
Fixed Charge Coverage Ratio	0.81	1.35	0.56	N/A

APPENDIX C

School Performance Framework 2011-2012 Stoplight Detail Scorecard

Ridgeview Academy

Region: Charter/Contract

Source Data Report

1. Student Progress Over Time--Growth	SPF2012 Points for 2011-2012 Data			SPF2012 Points for 2010-2011 Data			SPF2012 Overall Score			Stoplight
	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	
Total	24	36	67%	20	36	56%	24	36	67%	Meets
1.1a Median Growth Percentile Reading	6	6		4	6		6	6		Exceeds
1.1b Median Growth Percentile Math	6	6		4	6		6	6		Exceeds
1.1c Median Growth Percentile Writing	6	6		6	6		6	6		Exceeds
1.2a MAP Growth Reading	2	6		2	6		2	6		Approaching
1.2b MAP Growth Mathematics	2	6		2	6		2	6		Approaching
1.2c MAP Growth Language Usage	2	6		2	6		2	6		Approaching

2. Student Achievement Level--Status	SPF2012 Points for 2011-2012 Data			SPF2012 Points for 2010-2011 Data			SPF2012 Overall Score			Stoplight
	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	
Total	5	12	42%	6	12	50%	5	12	42%	Approaching
2.1a CSAP Proficient+ Reading Middle School		0			0			0		
2.1b CSAP Proficient+ Math Middle School		0			0			0		
2.1c CSAP Proficient+ Writing Middle School		0			0			0		
2.1d CSAP Proficient+ Science Middle School		0			0			0		
2.1e CSAP Proficient+ Reading High School	1	3		1	3		1	3		Approaching
2.1f CSAP Proficient+ Math High School	2	3		2	3		2	3		Meets
2.1g CSAP Proficient+ Writing High School	2	3		2	3		2	3		Meets
2.1h CSAP Proficient+ Science High School	0	3		1	3		0	3		Does Not Meet

3. Post-Secondary Readiness	SPF2012 Points for 2011-2012 Data			SPF2012 Points for 2010-2011 Data			SPF2012 Overall Score			Stoplight
	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	
Total	14	24	58%	10	24	42%	12	24	50%	Approaching
3.1a COACT Reading	2	3		1	3		2	3		Meets
3.1b COACT Math	1	3		1	3		1	3		Approaching
3.1c COACT English	2	3		1	3		2	3		Meets
3.1d COACT Science	1	3		1	3		1	3		Approaching
3.2 Best of 4/5/6/7 Completion Rate Status	3	3		2	3		2	3		Meets
4 Year Completion Rate: 33.3 %										
5 Year Completion Rate: 59.5 %										
6 Year Completion Rate: 72.9 %										
7 Year Completion Rate: 72.7 %										
3.3 Best of 4/5/6/7 Completion Rate Change	3	3		2	3		2	3		Meets
3.4 Dropout Rate Status	2	3		2	3		2	3		Meets
3.5 Dropout Rate Change	0	3		0	3		0	3		Does Not Meet
**3.6 Dropout Recovery Bonus	-	-		-	-		1	1		1 Point
**3.7 Dropout Recovery Change Bonus	-	-		-	-					

4. Student Engagement	SPF2012 Points for 2011-2012 Data			SPF2012 Points for 2010-2011 Data			SPF2012 Overall Score			Stoplight
	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	Earned Points	Possible Points	% of Points Earned	
Total	9	12	75%	8	12	67%	8	12	67%	Meets
4.1 Attendance Improvement	3	3		3	3		3	3		Exceeds
4.2 Attendance Rate	3	3		3	3		3	3		Exceeds
4.3 Student Satisfaction	1	3		0	3		0	3		Does Not Meet
4.4 Truancy Rate	2	3		2	3		2	3		Meets
4.5 Parent Satisfaction		0			0			0		
**4.6 Parent Response Bonus	-	-		-	-					
**4.7 Parent Response Growth Bonus	-	-		-	-					

***Informational only, is not included in the overall framework score or in the indicator score.*