



Green Dot Destiny Middle School

**2017-2018 ANNUAL ORGANIZATIONAL
PERFORMANCE REPORT**

by Washington State Charter School Commission



WASHINGTON STATE
Charter School Commission
STUDENTS • INNOVATION • TRANSPARENCY

SCHOOL OVERVIEW

Green Dot Destiny Middle School



1301 E. 34th Street, Tacoma, Washington 98404	
School Contact Information	(253) 686-7571
School Website	https://wa.greendot.org/destiny/
District of Residence	Tacoma School District
Leadership	School Leader: Cheryl M. Sullivan
School Mission	As with all Green Dot schools, the mission of the School is to prepare students for high school, college, leadership, and life by providing a small, college preparatory program where all stakeholders actively engage in the education.
Education Program Terms & Design Elements	<ul style="list-style-type: none"> • Teaching and Instruction: Students will experience effective teaching aligned with our teaching framework and multiple assessments to measure growth and inform instruction. • College-going Culture: Students will experience college-going culture by participating in academic counseling, accessing college tours, and taking college preparatory core content. • Eliminating Barriers to Learning: Students will access the academic intervention, counseling, and clinical services as necessary to break down the barriers to learning. • Promoting Leadership and Life Skills: Students will learn a broad set of tools to prepare them for college and beyond through student leadership opportunities, partnerships with community programs, and attending an Advisory program that will build students' academic behaviors and college awareness.
Grades Served	6–8
First Year of Operation	2016-17
Total Student Enrollment	278 Enrollment is based on OSPI report card data

Student Demographics

STUDENT GROUPS

Special Education	23%
Limited English	8%
Low Income	72%

GENDER

Male	50%
Female	50%

RACE / ETHNICITY

American Indian / Alaskan Native	2%
Asian	2%
Black / African American	26%
Hispanic / Latino of any race(s)	24%
Native Hawaiian / Other Pacific Islander	5%
Two or More Races	18%
White	22%

INTRODUCTION

The Organizational Performance Framework is a reporting tool designed to communicate to the charter school and public the compliance-related standards that all charter schools authorized by the Washington State Charter School Commission (the Commission) must meet. The Organizational Performance Framework lists the standards which align to state and federal law, rules, regulations, and the charter contract that charter schools are required to meet.

PURPOSE OF REPORT

The Commission's Organizational Performance Framework is intended to lay out the legal requirements for charter schools. It is designed to treat all charter schools as though they are the same only in terms of meeting minimum legal and ethical requirements. This enables charter schools to retain the flexibility and autonomy to be different in the ways that matter most for a school's mission, vision, and educational program. The expectations set out in the Organizational Performance Framework derive from state and federal law as well as the operating terms in the charter application. Of the three frameworks, the Organizational Performance Framework is most closely aligned with the charter contract in terms of documenting operational expectations such as (but not limited to), special education, accounting practices, and reporting requirements.

One of the Commission's core responsibilities with respect to charter schools is to protect the public interest, and the Organizational Performance Framework is the primary lever for carrying out this responsibility. It enables the Commission to ensure that charter schools are respecting rights of students, staff, and families within the schools as well as the interests of the general public in ensuring that charter schools meet the legal obligations that state and federal legislatures have determined should apply.

The central premise of charter school autonomy is that the authorizer will articulate the expected outcomes, and the school will have maximum flexibility to determine the best way to achieve those outcomes. In other words, the authorizer articulates the ends, and the school decides the means of getting there. The Organizational Performance Framework is the place where the school becomes externally accountable for how it operates.

AT A GLANCE

GREEN DOT DESTINY MIDDLE SCHOOL

Is Green Dot Destiny Middle School meeting legal obligations?

Ratings will be determined through the Commission's quality assurance on-site and desk reviews as well as through the Commission's Pre-Opening and Annual Compliance Calendar. Additionally, the charter school board's signed assurances and school contract will be reviewed for evidence of compliance. All schools are obligated to comply with all state and federal public school reporting and compliance requirements as monitored by the Office of the Superintendent of Public Instruction (OSPI) and the State Auditor's Office (SAO).

MEETS Standard

The school materially meets the expectations outlined per state and/or federal laws, rules and regulation, or the charter contract.

DOES NOT MEET Standard

The school failed to implement the program in the manner described; the failure(s) were material and significant to the viability of the school, or regardless of the severity of the failure(s), the board had not instituted remedies that have resulted in prompt and sufficient movement toward compliance to the satisfaction of the authorizer.

GREEN DOT DESTINY MIDDLE SCHOOL

These ratings provide clarity to schools about how decisions will be made, and which components of performance are most important. Additionally, ratings provide a “bright line” regarding charter school performance expectations that ensures consistency in Commission decision-making and supports parents as they navigate their public school options.

INDICATOR	MEASURE	RATING
1. Education Program	1a. Material Terms of the Charter Contract	MEETS
	1b. Education Requirements	MEETS
	1c. Students with Disability Rights	MEETS
	1d. English Language Learner Rights	DOES NOT MEET
2. Financial Management & Oversight	2a. Financial Reporting & Compliance Requirements	MEETS
	2b. Adherence to Generally Accepted Accounting Principles (GAAP)	MEETS
3. Governance & Reporting	3a. Governance Requirements	MEETS
	3b. Management Accountability	MEETS
	3c. Reporting Requirements	DOES NOT MEET
4. Students, Parents & Employees	4a. Rights of Students	DOES NOT MEET
	4b. Recurrent Enrollment <small>* No target set for recurrent enrollment in first two years of operation</small>	NOT APPLICABLE
	4c. Teacher and Staff Credentials	MEETS
	4d. Employee Rights	DOES NOT MEET
	4e. Background Checks	MEETS
5. School Environment	5a. Facilities and Transportation	MEETS
	5b. Health and Safety	MEETS
	5c. Information Management	MEETS
6. Other Obligations	6a. Mission Specific Non-Academic Goal - Average Daily Attendance	DOES NOT MEET
	6b. Mission Specific Non-Academic Goal - Parent Satisfaction	MEETS

METHODOLOGY

GREEN DOT DESTINY

MIDDLE SCHOOL

1. EDUCATION PROGRAM

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH THE FOLLOWING	RATING
1a. Materials Terms of the Charter Contract	The materials terms of the education program in all material respects and the education program in operation reflects the material terms as defined in the charter contract or subsequently approved amendments.	MEETS
1b. Education Requirements	Applicable laws, rules regulations, and provisions of the charter contract related to education requirements and mandated programming as a result of state or federal funding.	MEETS
1c. Students with Disabilities Rights	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to the treatment of students with identified disabilities and those suspected of having a disability.	MEETS
1d. English Language Learner Rights	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to requirements regarding English Language Learners (ELLs).	DOES NOT MEET

SCHOOL-SPECIFIC NARRATIVE

Green Dot Destiny Middle School (Green Dot Destiny) did not remain in compliance at all times throughout the year with the implementation of its Education Program Terms. Excel was not in compliance with measure 1d. English Language Learner Right according to the CPR findings.

Following the 2017–18 school year, the SAO issued no findings in its [Accountability Audit Report](#) regarding the implementation of mandated programming as a result of state or federal funding or special education enrollment. Green Dot Destiny also received a “Meets Requirements” ranking on the “District Determination” conducted by OSPI in compliance the part B of IDEA as part of the annual federal requirement.

Green Dot Destiny conducts meetings with parents and appropriate personnel promptly to determine

acceptance of transfer Individualized Education Plans (IEP) and provision of comparable services or the need to revise the IEP based on a review of current data. Green Dot Destiny uses a Student Support Team (SST) process to identify academic, social-emotional, or functional interventions and refer students suspected of having a disability for evaluations. The school ensures that evaluations are sufficient in scope to determine eligibility and develops an appropriate IEP or Section 504 Plan. As needed, Green Dot Destiny provides instructional supports and services to students with special needs and provides accommodations and modifications for diverse learners. The school ensures procedural safeguards for students and families as evidenced in timely notifications and conducts necessary progress monitoring activities. Green Dot Destiny provides the least restrictive environment placements to address students receiving access to the general education curriculum with their typical peers.

Current placements include full inclusion, push-in services, and pull-out services, self-contained, therapeutic, and individual and small group instruction from appropriate teachers, staff, and related service personnel. The school provides an alternative curriculum for reading and math to students with significant learning challenges. Ancillary services include counseling, literacy enrichment, and social skills classes. Green Dot Destiny ensures students who have been removed from classes for disciplinary reasons receive appropriate services, manifestation determinations, functional behavior assessments, and behavior intervention plans as needed.

Green Dot Destiny uses the parent home language survey to identify students and families in need of English Language Learner (ELL) support. Qualified adult interpreters are provided to ensure accurate communication with parents of ELLs and to translate vital documents as needed or requested. Green Dot Destiny administers the ELPA -21 to determine English proficiency and provides on-going progress monitoring of academic performance. All ELL students receive direct academic support in the general education setting with individualized modifications and accommodations implemented as needed. Literacy and math foundation classes supplement core academic classes. The school delivered in-service training to instructional staff on how to modify and accommodate the needs of students who are not yet English proficient. The school measures the effectiveness of the ELL program through grade level and team data analysis with modifications made as needed. Data reflected all ELL students at Green Dot Destiny promote from grade to grade. According to the CPR report, Green Dot Destiny has one EL teacher that is listed in the staff qualification list, but some EL students do not have her on their course schedules. Therefore, the school was given a rating of does not meet.

SCHOOL RESPONSE

DATA SOURCES: *Attachment 4 of Charter Contract, Charter Contract Amendments, board meeting agendas, packets, reports and minutes, Commission Site Visit Report (if applicable), School Calendar, Statement of Assurances within Charter Contract, Pre-Opening Conditions Submissions (if applicable), OSPI Consolidated Program Review (CPR) (if applicable), SAO Accountability Audit, Washington Integrated System of Monitoring (WISM) (if applicable)*

2. FINANCIAL MANAGEMENT AND OVERSIGHT

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH THE FOLLOWING	RATING
2a. Financial Reporting and Compliance Requirements	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to financial reporting and compliance requirements. All policies and requirements issued by the Office of Superintendent of Public Instruction and Washington State Auditor’s Office concerning accounting for public school districts in the state of Washington.	MEETS
2b. Adherence to Generally Accepted Accounting Principles (GAAP)	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to financial management and oversight expectations as evidenced by an annual independent financial audit.	MEETS

SCHOOL-SPECIFIC NARRATIVE

Green Dot Destiny maintained compliance with its financial reporting and compliance requirements to the Commission, OSPI, and the SAO. The school’s independent auditors, Vavrinek, Trine, Day & Co., LLP issued an unmodified report that identified no material weaknesses, reported no significant deficiencies, and noted no areas of noncompliance material to the financial statements.

SCHOOL RESPONSE

DATA SOURCES: *Quarterly Financial Report, Annual Budget, Annual Independent Financial Audit*

3. GOVERNANCE AND REPORTING

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH...	RATING
3a. Governance Requirements	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to governance by its board.	MEETS
3b. Management Accountability	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to oversight of the school management team.	MEETS
3c. Reporting Requirements	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to relevant reporting requirements to the Commission, state, and federal authorities.	DOES NOT MEET

BOARD OVERVIEW

5
MEMBERS

3
required for Quorum

The Destiny board meets on a bi- **monthly** basis.

- No fewer than **3**, no more than **5** directors
- Board members serve **2 year terms**
- **49%** of board can be “interested” parties

SCHOOL-SPECIFIC NARRATIVE

As verified by the Commission through its board meeting observations and the SAO through its [Accountability Audit Report](#), the board at Green Dot Destiny maintained compliance with its governance requirements. It demonstrated adherence to board policies and procedures, including those established in the by-laws, and revision of policies and procedures, as necessary. The board held all meetings in accordance with the Open Public Meetings Act, adhered to the rules and regulations of the Public Records Act and demonstrated effective and transparent management of conflicts of interest and code of ethics. Green Dot Destiny’s board is active, inquisitive, and provides competent oversight of the school. The board is comprised of individuals with experience in public relations, education, business, development, non-profits, real estate, and finance. A review of meeting minutes and notes demonstrates the board’s clear understanding of and commitment to the school’s mission. Directors were consistently engaged at board meetings, asking clarifying questions to each other, school staff, and other presenters and offering expertise where needed.

The Green Dot Destiny board, with the counsel of the Green Dot home office, completes a performance-based evaluation of the school leader mid-year and at the end of the school year.

Also, in collaboration with the Green Dot home office, the board develops annual goals and evaluates these goals on an ongoing basis. For the 2017–18 school year, Green Dot Destiny’s board developed and monitored goals relating to Student academic achievement; Finance; and Organizational effectiveness.

While the board has a process in place to set and evaluate goals by committee, the board did not have a formalized evaluation for itself at the close of the 2017–18 school year.

The Board did not note any major deficiencies, though members did express concern regarding enrollment and leadership transition. These concerns were directly embedded in the goal-setting process and review.

The Green Dot Destiny did not maintained compliance with its reporting requirements to the Commission in the area of submission being on time and accurate documentation. The school was late or failed to submit 6 of the 43 compliance items. The Commission received no reports from state or federal entities regarding late or inaccurate compliance submissions.

SCHOOL RESPONSE

DATA SOURCES: *Commission Board Meeting Observations, Annual Compliance Calendar, SAO Accountability Audit*

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4. STUDENTS, PARENTS AND EMPLOYEES

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH THE FOLLOWING	RATING
4a. Rights of Students	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to the rights of students.	DOES NOT MEET
4b. Recurrent Enrollment	The number of students continuing to be enrolled in the school from one year to the next expressed as a percentage of the total number of students eligible to continue their enrollment at the school. <small>* No target set for recurrent enrollment in first two years of operation</small>	NOT APPLICABLE
4c. Teacher and Staff Credentials	Legal obligations for public schools to employ appropriately qualified and credentialed staff, including administrative, teaching, and educational support staff as required by law.	MEETS
4d. Employee Rights	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to employment considerations.	DOES NOT MEET
4e. Background Checks	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to background checks of all applicable individuals (including staff and members of the charter community, where applicable).	MEETS

SCHOOL COMPLIANCE WITH ADMISSIONS AND ENROLLMENT PRACTICES

No limits to admission on any basis other than age group, grade level, or enrollment capacity	✓
No tuition charged	✓
Follows lottery enrollment laws	✓
Does not inquire about a student's special education status during the application process	✓
Accepts a variety of documents to establish a student's age and residency	✓
Does not inquire about a student or parent's U.S. citizenship status or immigration status	✓

SCHOOL-SPECIFIC NARRATIVE

Through a desk audit of documentation submitted by Green Dot Destiny, the Commission monitored compliance with the school's obligation to protect the rights of all students. The Commission did not identify any areas of non-compliance. The CPR report identified that the school nondiscrimination and sexual harassment policy and procedure for students was not compliant. The recommendation was to update the student handbook with the relevant information prior to the start of the 2018-19 school year.

For the 2017-18 school year, the school had coordinators in place to fulfill its responsibilities under Section 504, Title IX, McKinney-Vento, Foster Care, and state nondiscrimination laws. Each of the coordinators received training regarding their responsibilities. Green Dot Destiny included a nondiscrimination statement in all major school publications widely disseminated to students, parents, and employees. Furthermore, the school posted its sexual harassment policy and educational rights of homeless children and youth in accessible locations of the school's campus. The Commission verified that the school adopted discrimination complaint and appeal procedures and sexual harassment policy and procedure that are consistent with the requirements in state law. Green Dot Destiny has formalized methods of data collection and analysis as well as the ability to implement effective interventions throughout the year regarding discrimination in the course and program enrollment and discipline of students across subgroups. Furthermore, the school has a process for auditing instructional materials to evaluate and eliminate bias pertaining to a protected class in all textbooks and instructional materials.

Overall, Green Dot Destiny has removed barriers to the enrollment and retention of all students. Its application is available on its website and campus and is translated into six languages.

Furthermore, Green Dot Destiny includes a Student Housing Questionnaire in its enrollment packet and includes a comprehensive Homeless Student Policy in its Family Handbook. The school identified a Foster Care/McKinney-Vento Liaison responsible for enrollment, accommodations such as donating backpacks and uniforms, facilitating transportation for eligible students, and coordinating services with community agencies and entities.

Green Dot Destiny had a recurrent enrollment rate of 58.33 percent from 2016–17 academic year to 2017–18 academic year. The school was not evaluated on recurrent enrollment because this was the first year recurrent enrollment was calculated, and no targets had been set. Recurrent enrollment for the first two years is used as a baseline to set subsequent recurrent enrollment targets.

Following the 2017–18 school year, the State Auditor's Office (SAO) issued no findings in its [Accountability Audit Report](#) regarding teacher and staff credentials.

As verified through compliance submissions based on the Annual Compliance Calendar, the Commission identified no areas of non-compliance related to employment considerations or background checks.

The CPR report identified that the school's nondiscrimination and sexual harassment policy and procedure for employees was not compliant. The recommendation was to update staff handbook and provide training around the discrimination complaint process prior to the start of the 2018-19 school year.

SCHOOL RESPONSE

DATA SOURCES: *Commission Site Visit Report (if applicable), SAO Accountability Audit, Pre-Opening Conditions Submissions (if applicable), Employee Handbook, OSPI Consolidated Program Review (CPR) (if applicable), Washington Integrated System of Monitoring (WISM) (if applicable)*

5. SCHOOL ENVIRONMENT

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH THE FOLLOWING	RATING
5a. Facilities and Transportation	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to the school facilities, grounds, and transportation.	MEETS
5b. Health and Safety	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to safety and the provision of health-related services.	MEETS
5c. Information Management	Applicable state and federal laws, rules, regulations, and provisions of the charter contract relating to maintaining and handling information appropriately.	MEETS

SCHOOL-SPECIFIC NARRATIVE

Following the 2017–18 school year, the SAO issued no findings in its [Accountability Audit Report](#) regarding transportation.

Green Dot Destiny’s facility met all health and safety code requirements, maintained compliance with legal obligations for providing student transportation, and offered a safe environment conducive to learning. The facility’s design, size, maintenance, security, equipment, and furniture were all adequate to meet the school’s needs. The school was accessible to all, including people with physical disabilities.

In 2017–18, Green Dot Destiny maintained compliance with public records requirements, proper and secure maintenance of student, governance, and finance records, rules, and regulations regarding transferring of student records. The school follows proper safety and security procedures to ensure a safe testing administration. Green Dot Destiny identified an Assessment Coordinator who has provided relevant training to all staff.

SCHOOL RESPONSE

DATA SOURCES: *Commission Site Visit Report (if applicable), SAO Accountability Audit, Pre-Opening Conditions, United States Department of Agriculture (USDA) Administrative Review (if applicable)*

6. MISSION SPECIFIC NON-ACADEMIC GOALS

MEASURE	THE SCHOOL DEMONSTRATES COMPLIANCE WITH THE FOLLOWING	RATING
6a. Average Daily Attendance	Student average daily attendance will be at least 93% for the year.	DOES NOT MEET
6b. Parent Satisfaction	At least 80% of parents would recommend Green Dot to a friend.	MEETS

SCHOOL SPECIFIC NARRATIVE

Each year, Commission authorized charter schools set mission-specific non-academic goals that are aligned to or support the school's unique mission. All data for mission-specific goals are self-reported by the individual school.

In 2017–18, Green Dot Destiny set its goals around student attendance and parent satisfaction. The school reported an average daily attendance of 90% thus failing to meet its goal of 93% or higher and parent satisfaction at 86% thus meeting its goal.

SCHOOL RESPONSE

DATA SOURCES: *Based on mission specific non-academic goal created in conjunction with the school as a Contract Amendment*



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