

MEMORANDUM

To: Commissioners
From: Joshua Halsey, Executive Director
Date: August 29, 2019
Re: Willow Public Schools

Purpose

The purpose of this memo is to provide a status update regarding the rubric for tracking contractual and legal compliance condition outlined in the Stipulation and Stay of Revocation Agreement (Agreement) between Innovation Schools dba Willow Public School (Willow) in Walla Walla and the Washington State Charter School Commission (Commission).

Background

At the August 27, 2019 Special Commission meeting, Commissioners passed the following motion:

I move to find that Willow Public Schools has satisfied the majority of the Stipulation Agreement conditions to the Commission's satisfaction. However, because the conditions have not been satisfied in their entirety, Willow's Board of Directors must develop a complete rubric for tracking contractual and legal compliance at the school and provide draft board agendas that link to the items in the rubric to be allowed to operate Willow for the 2019-20 school-year. This must include review of the charter contract, Commission Performance Framework, and the Accounting Manual for School Districts. Failure to satisfy this condition by this deadline shall be grounds for automatic lifting of the stay of revocation by August 30th.

Update and Recommendation

On Thursday morning, I received an email from Brenda McDonald, Willow's Superintendent, containing an updated rubric, board meeting agenda template and details regarding how Willow's Board of Directors would utilize the updated rubric in order to support Willow to maintain legal compliance with the charter contract, the Commission's Performance Framework and the Accounting Manual for School Districts.

The rubric, broken out by the Commission's Performance Framework indicators, measures and targets, will allow Willow's Board of Directors to develop the acumen to ascertain, in real-time, the extent to which the school is reaching the Performance Framework targets. Additionally, the rubric is tied directly and explicitly to an updated board meeting agenda template. This will support the Board's ongoing analysis and action in service of Willow's students, as well as its obligations to the state. Finally, Willow's Board Development Calendar is clearly linked to the rubric and board meeting agenda template. By linking these three items together, Willow's Board of Directors will be provided ongoing opportunities to increase their acumen regarding Willow's outcomes and charter contract compliance, support new board members as they are appointed, and promote timely actions by the Board

Lisa Chamberlin, Board member of Willow, has certified her involvement in the development of the rubric.



Based upon the above analysis, I am recommending that the Commission find that Willow has satisfied the rubric for tracking contractual and legal compliance condition contained within the Agreement.

Attached to this memo are copies of the updated rubric, board meeting agenda template and Willow's Board Development Calendar.

Sample Motion Language:

I move that Willow Public Schools has satisfied the Stipulation and Stay of Revocation Agreement condition regarding a rubric for tracking contractual and legal compliance and be allowed to operate Willow for the 2019-20 school-year.

INSTRUCTIONS FOR COMPLETION OF DATA WITHIN THIS RUBRIC

Each month, WILLOW Board of Directors will review the rubric.

This will provide the Board with updates about progress on key charter contract, compliance, academic and other goals.

In areas where the Charter Performance Frameworks the goal is to meet the standard at 100%.

In areas where there are specific goal targets, they are explicitly written .

The school shall provide, in months where no data is available, an update on action steps taken to move toward the goal if had not been met the previous month.



State of the School Report - Monthly				
OVERVIEW- INFORMATIONAL	Grade 6	Grade 7	Grade 8	
American Indian/ Alaska Native				
Asian				
Black/ African American				
Hispanic/ Latino of any race				
Native Hawaiian/ Other Pacific Islander				
Two or More Races				
White				
Female				
Male				
English Language Learners				
Homeless				
Low Income				
Military Parent				
Mobility				
Section 504				
Students with Disabilities				
Subgroup Enrollment				
Title I District				
Applications Collected to Date				
In Progress (verbally confirmed)				
FINANCIAL - Use PPF to complete "status"				
INDICATOR	MEASURE	GOAL	STATUS	PROGRESS INDICATOR
1. New-Term	1.1 Current Ratio	Meet Standard		
	1.2 Unrestricted Days Cash	Meet Standard		
	1.3 Debt Ratio	Meet Standard		
2. Sustainability	2.1 Total Margin	Meet Standard		
	2.2 Debt to Asset Ratio	Meet Standard		
3. Enrollment (See Row 23)	3.1 Cash Flow	Meet Standard		
	3.2 Enrollment Variance	Meet Standard		
4. Accounting Manual for School Districts	4.1 Reporting on Compliance with SOA and Revenue Documents	Full Compliance		
	4.2 Transportation Documentation Submitted and Federal/State Fuel Reimbursement Forms and Title I Targeted Assisted List Created/Updated	Required Submissions Made		
	4.3 Other Required Data Collected and Reported	As Required		
	4.4 Other Required Data Collected and Reported	As Required		
ACADEMIC - Disaggregates by grade when data is collected.				
INDICATOR	MEASURE	GOAL	STATUS	PROGRESS INDICATOR
1. State Achievement	1.1 All School Improvement Framework	Meet Standard		
	1.2 All Students Framework Score	Meet Standard		
2. Geographic Comparisons	2a.1 Academic Framework Score	Meet Standard		
	2a.2 Proficiency comparison to district	Meet Standard		
	2a.3 Subgroup proficiency comparison to district	Meet Standard		
	2b.1 All students growth comparison to district	Meet Standard		
	2b.2 Subgroup growth comparison to district	Meet Standard		
	2c.1 Graduation rate comparison to district	Meet Standard		
	2c.2 Graduation rate subgroup comparison to	Meet Standard		
	2d.1 EL Proficiency	Meet Standard		
	2e.1 Subgroup EL Proficiency	Meet Standard		
	2e.2 Regular Attendance	Meet Standard		
2e.3 Subgroup Regular Attendance	Meet Standard			
3. Comparison to Schools Serving Similar Students (Regression)	3a.1 Dual Credit	Meet Standard		
	3a.2 Subgroup Dual Credit	Meet Standard		
3. Comparison to Schools Serving Similar Students (Regression)	3a. Proficiency comparison to schools serving similar students	Meet Standard		
	3b. Graduation rate comparison to schools serving similar students	Meet Standard		
4. School-Specific- COMMISSION Goals	4a.1 Community Project Completion	75% of grade 8 students, who are at Willow for the entire school year, will receive a passing grade on their independent community project		
	4b.1 Student IB Framework Performance	70% of students will demonstrate at least a rubric score of 3 on TRIP of the FOUR B criteria for Language Acquisition by the end of the school year		
5. School Specific Board/School Goals	MAP MATH SCORES	80% students will show 1.5 years growth on MAP		
5. School Specific Board/School Goals	MAP READING SCORES	80% students will show 1.5 years growth on MAP		
5. School Specific Board/School Goals	Additional to be determined			
ORGANIZATIONAL - Based on Results of Commission Quarterly Reports				
INDICATOR	MEASURE	GOAL	STATUS	PROGRESS INDICATOR
1. Education Program	1a. Material Terms of the Charter Contract	Meet Standard		
	1b. Education Requirements	Meet Standard		
	1c. Students with Disability Rights	Meet Standard		
2. Financial Management & Oversight	2a. English Language Learner Rights	Meet Standard		
	2a. Financial Reporting & Compliance Requirements	Meet Standard		
3. Governance & Reporting	3a. Adherence to Generally Accepted Accounting Principles (GAAP)	Meet Standard		
	3a. Governance Requirements	Meet Standard		
4. Students, Parents & Employees	3b. Management Accountability	Meet Standard		
	3c. Reporting Requirements	Meet Standard		
	4a. Rights of Students	Meet Standard		
	4b. Required Enrollment	Meet Standard		
5. School Environment	4c. Teacher and Staff Credentials	Meet Standard		
	4d. Employment Rights	Meet Standard		
	4e. Background Checks	Meet Standard		
	4f. Facilities and Transportation	Meet Standard		
6. Program Term Goals	4g. Health and Safety	Meet Standard		
	4h. Information Management	Meet Standard		
	School Calendar and Bell Scheduled	2000 more minutes than WW public Middle School		
	Learning Maps/Class Leader Reports	Every Willow student will have a learning map that outlines their goals, career aspirations, strengths and need areas.		
	Attendance at Exhibition and/or alternative exhibition (Quarterly)	Students will exhibit their project work no less than two times in 2019-2020.		
	Quarterly discipline data (school won't have comparison data until Fall of following school year).	Out of school suspension rates are lower than the traditional Walla Walla Public Middle School.		
	Administrative Logs and observation feedback forms.	Administrative feedback will be provided to staff on implementation of trauma-informed/SEL instructional practices twelve times throughout the school year beginning no later than October 15, 2019.		
ATTAINMENT	School progress toward goal is less than 50%			
MEASURING LOCAL STANDARDS	School progress toward goal is between 51-90%			
MEASURING EXCELLENCE/STUDENT PERFORMANCE	School progress toward goal is at 100%			



Willow Public School Board of Trustees Meeting

Date: Time: Place:

Wednesday June 26, 2019

6:00 p.m. – 8:00 p.m.

Willow Public School

412 W Poplar St

Walla Walla, WA 993

Regular Board Meeting Agenda

ITEMS/TOPIC

Opening of Meeting

Approve Minutes Meetings presented from the PREVIOUS MONTH meeting

Consent Agenda:

Roll Call

Vote

Vote

Public Comment

Sharing of Board Rubric

Review of Informational Enrollment Items

Financial

Near Term, Sustainability, and Enrollment Goals

Academic Indicators

Overall Goals aligned to Charter Performance Framework

School wide Commission Goals

Action Step Progress

School wide Goals

Action Step Progress

Organizational

Education program Compliance Review

Financial Compliance Review

Governance and Reporting Review

Student, Parents and Employee Review

School Environment Review

Program Term Goals Review

Action Steps Progress

ACTION STEPs Documented related to Rubric Goals

Action Steps Created and/or Shared for Goal areas not on track

Finance

Budget Report from ESD Financial office

Development

Student recruiting

Board Recruiting

Board Memeber Development

ADD AS INDICATED ON BOARD DEVELOPMEINT INTIATIVE 2019-2020

OSPI Accounting Manual On-going review

September – Principles of Accounting and Budgeting

October - Financial Reporting and Reference Materials (AUDIT)

November - Accounting Guidelines and General Ledger Accounts

December - Revenues and Other Financing Sources and General Fund Expenditure Accounts

January - General Journal Entries and Federal Grants Management (already reviewed in August)

February - Captial Projects Fund and Transportation Fund Accounting

March - ASB (not applicable at Willow) and Fiduciar Activity

April- Program Expenditure Matricies

May- Additonal Accounting Guidance

WILLOW BOARD RECRUITMENT INITIATIVE 2019

OVERVIEW

BOARD RECRUITMENT INITIATIVE | Board recruitment is a primary responsibility of the BOD and staffed by Willow team.

All BOD recruitment is oriented toward a shared vision that ensures Willow can fulfill its mission to develop curious, compassionate, and bilingual young people equipped to solve tomorrow's problems. Recruitment is also based on the shared understanding that the primary activities of the BOD are in support of governance, strategy oversight, and fundraising.

BOD recruitment is also aligned to the commitments made in the Willow Charter Contract:

1. Three to eleven diverse, engaged board members, not including non-voting ED/Superintendent and other non-voting members
2. The board provides strategic direction, chooses and nurtures strong school leaders, and ensures the school's financial and legal soundness.
3. The board will meet monthly at a time and place to be determined that is open and accessible to the public. Meetings will be structured to direct the board's attention to matters of policy and strategy.

SIZE, SKILLS, DEMOGRAPHICS

GROWTH GOALS | Willow seeks to add three more board members to its board, bring the total to six by the end of the 2019-2020 school year.

EXISTING AND DESIRED SKILLS | The skills with green boxes were recognized as existing within the current BOD, and the other skills were identified by the BOD and Willow executive team as relevant and desirable for new members of the BOD. Race and sex are noted to track the diversity of the board's composition.

Board Members Demographics	Community Engagement	Book-keeping / Finance	Fundraising	PR and Marketing	HR	Law	Education	Performance Management
Lisa Chamberlin Caucasian, Female								
Rick Aguilar Latino, Male								
Jamie Tabino Caucasian, Female								

BOARD RECRUITMENT STRATEGY AND PROSPECT LIST

RECRUITMENT STRATEGY | Led by the Board and supported by Willow ED, Willow proposes a comprehensive Board recruitment strategy with the goal of adding 3 members to the BOD by the end of the 2019-2020 school year.

TASK	OWNER	COMPLETION DATE
Conduct BOD work session on BOD recruitment process.	Brenda McDonald	August 2019
Work with the BOD and Willow staff to identify at least six to seven high-quality prospects who represent the desired skill sets and demographics identified above.	Rick Aguilar	July 2019
Assign Board member 'owners' to	Rick Aguilar	June 2019

<p>Conduct Board Member Prospect Outreach Using Following Sequence:</p> <ul style="list-style-type: none"> • Initial introductory conversation • Invitation for board interview with 1 board member and Willow ED OR invitation to participate in school in advisory/volunteer/staff capacity • Acceptance or declination decision 	Rick Aguilar to oversee	On-going
Extend Offers to Prospective Board Members	Brenda McDonald And Rick Aguilar	Add 1 new board member by September 2019 Add 1 new board by January 2020 Add 1 new board member by April 2020
<p>Ensure Newly Recruited Board Members Submit:</p> <ul style="list-style-type: none"> • Board Member Disclosure Form • Resume • F-1 Disclosure • Fingerprinting and Background Check results 	Brenda McDonald	
Check in on Board pipeline growth monthly.	Rick Aguilar	On-going

PROSPECTS LIST | The below additional prospects have been pulled from various conversations with BOD members and are offered for review by the Board Chair.

- PROSPECT NAME: Matthew Wyatt** – *Matthew is a graduate of Waitsburg HS in Waitsburg, WA. He currently works with youth and in community engagement. He pastors one of the local churches overseeing its governance, finances, and operations.*
Skills: Governance, finance, operations, youth outreach
- PROSPECT NAME: Douglas Bayne** *was a donor in 2015 to the Save Our Schools Campaign and lives in Walla Walla. Mr. Douglas Bayne serves as Director of Resource Development at the Walla Walla Community College Foundation. Mr. Bayne has been actively involved in AWB (Association of Washington Business) since 2003. He has been the Chairman and Director of Association of Washington Business since 2012. He was VP and Chief Marketing Officer at Banner Bank.*
Skills: finance
- PROSPECT NAME: Pamela Good** *is a local Walla Walla artist and AVID Regional Support Coordinator. Pamela is a former school administrator and supportive of schools that provide innovative approaches to education. She has been supporting school leaders around the region and US with implementation of AVID strategies as a means to supporting students with college and career success.*
Skills: education
- PROSPECT NAME: Jodi Worden** *oversees Leadership Walla Walla and is the Continuing Education Director at WWCC. Jodi has served as a business manager and has successful recruited and built a strong Continuing Education program.*
Skills: business and education

RETENTION STRATEGY | Board bylaws limit board members terms to 3 years. The BOD seeks to add members that are dedicated to fulfilling the mission of Willow Public School and will commit to being on the board as long as possible within the stated term limits. Willow recognized that board members might move or have life circumstances that prevent them from serving, so Willow is committed to maintaining a pipeline of 1-2 board prospects at all times to ensure that board of directors has the required number of members and possess the expertise needed to carry out the board's duties. Critical to board retention is comprehensive training so board members are informed of their duties and how to perform them. The School Superintendent will meet individually with board members on a bi-monthly basis to deepen their ability to understand school priorities, strengthen their skills, and to utilize the unique skills set they bring to the Willow Board. Additionally, some board meetings will be adjusted to be inclusive school day time so board members are on campus while students are in session observing and providing feedback.

TRAINING SCHEDULE | The following trainings will be scheduled and delivered per the timeline below. Most trainings will occur within the context of regularly scheduled monthly board meetings and all board members are expected to attend. Board members will also review the Willow Board Dashboard at each meeting to measure the school's progress towards its contractual goals.

MONTH	TRAINING TOPICS	RESPONSIBLE	COMPLETED
June 26, 2019 Regular Board meeting 2 hours	Policy Review- Create calendar for policyreview	Brenda McDonald Rick Aguilar	
	Review Board Member Agreement	Lisa Chamberlin	
	School Stipulation Review	Lisa Chamberlin Brenda McDonald	
	Willow Contract with Commission Review	Rick Aguilar	
	Board Recruitment Strategy	Rick Aguilar	
	Budget Approval	Brenda McDonald and Bill Kiolbasa	
July 15 2019 Scheduled 2 hours	Board Orientation for all board members- Separate meetings July 15-August 22, 2019	Rick Aguilar and Brenda McDonald	
	Individual members at orientation required to complete Open Public Meetings Act Training (online module) and PRA Training (PowerPoint module)		
August 22, 2019 Regular meeting 2 hours	Records Retention and FERPA (available via TMC LMS) Training	Brenda McDonald	
	School Mission/Vision	Brenda McDonald	
	Academic Model	Brenda McDonald	
	Basics of School Finance	WSSDA module	
	PR and Branding Strategy	Jamie Tubino / Maggie Meyers	
	Board Recruitment Update	Rick Aguilar	
Financial Review	Bill Kiolbasa		

September 26, 2019 Regular Board meeting 2 hours	Financial Reporting Compliance Compliance Calendar and Performance Frameworks Review Board Recruitment Update Curriculum Overview and Assessment Governance vs. Management Review Financial Review	Bill Kiolbasa Brenda McDonald Rick Aguilar Matt Miller and IB Coordinator Patrick D'Amelio Bill Kiolbasa	
October 17, 2019 Regular Board meeting 2 hours	Assessment Data Presentation from Fall Data Special Education Compliance Basics of School Law Board Recruitment Update Financial Review	Brenda McDonald Shannon Ball and Sarah Okun; WSSDA module Rick Aguilar Rick Aguilar Bill Kiolbasa	
October 21, 2019 BOARD Retreat 9 am -1 pm	Annual Goal-setting and Review Strategic Planning Presentation of Financial Controls Superintendent Evaluation and Tool Review Board Assessment Review/Tool Diversity, Equity, and Inclusion Workshop Board Recruitment Update	Rick Aguilar Brenda McDonald Bill Kiolbasa Rick Aguilar Brenda McDonald John Scott Rick Aguilar	
November 21, 2019 Regular Board meeting 2 hours	Operations Framework Review Academic End of Quarter Data review Financial Review Board Recruitment Update School Safety Review	Brenda McDonald Brenda McDonald Bill Kiolbasa Rick Aguilar Sean Hopf	
December 19, 2019 Regular Board meeting 2 hours	Superintendent Evaluation and Tool Review Fundraising Plan Board Recruitment Update Financial Review	Brenda McDonald and Rick Aguilar Gillia Bakie or WA Charters Associate Director of Development Rick Aguilar Bill Kiolbasa	
January 30, 2020 Regular Board meeting 2	Financial Framework Review Board Recruitment Update Compliance for CPR and other Audits	Bill Kiolbasa Rick Aguilar Brenda McDonald	

February 27, 2020 Regular Board meeting 2 hours	Title I and LAP Compliance Review Academic Testing Expectations/Review- Data Review Board Recruitment Update Financial Review	Brenda McDonald Sean Hopf Rick Aguilar Bill Kiolbasa	
March 26, 2020 Regular Board meeting 2 hours	ELL Review Board Recruitment Update Financial Review	Brenda McDonald Rick Aguilar Bill Kiolbasa	
April 30, 2020 Regular Board meeting 2 hours	Data Presentation of Academic Growth Board Recruitment Update Financial Review	Brenda McDonald Rick Aguilar Bill Kiolbasa	
May 28, 2020 Regular Board meeting 2 hours	SBAC results Board Recruitment Update Financial Review	Brenda McDonald Rick Aguilar Bill Kiolbasa	
June 25, 2020	Structuring Committees and Defining Lanes Financial Review Board Recruitment Update	Patrick D'Amelio Bill Kiolbasa Rick Aguilar	

WILLOW BOARD DEVELOPMENT INITIATIVE 2019

OVERVIEW

BOARD DEVELOPMENT INITIATIVE | Board development is a primary responsibility of the board of directors (BOD) and the school superintendent.

All BOD development is oriented toward a shared vision that ensures Willow can fulfill its mission to develop curious, compassionate, and bilingual young people equipped to solve tomorrow's problems. Development is also based on the shared understanding that the primary activities of the BOD are in support of governance, strategy oversight, and oversight of financial, organizational and academic performance frameworks with the WA State Charter Commission.

BOD development is also aligned to the commitments made in the Willow Charter Contract:

1. The board provides strategic direction, chooses and nurtures strong school leaders, and ensures the school's financial and legal soundness.
2. The board will meet monthly at a time and place to be determined that is open and accessible to the public. Meetings will be structured to direct the board's attention to matters of policy and strategy.

BOARD TRAINING

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