



PACIFIC SPRINGS CHARTER SCHOOL

— 2019 —

WASC Initial Report



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Part II: School Profile

Write an introductory paragraph or two about the school that briefly summarizes the information found in the description below that can be used by the Visiting Committee in their report to the Commission. This brief overview of the school will assist Commissioners in understanding the basic information about the school.

Pacific Springs Charter School (PSCS) is authorized by the San Diego County Office of Education and began serving students in August 2018. The school offers two distinct programs. Otay Ranch Academy for the Arts was previously part of Harbor Springs Charter School, authorized by Julian Union Elementary School District and WASC accredited since the 2013-14 school year.

Otay Ranch Academy for the Arts (TK-8) – Program Description

Otay Ranch Academy for the Arts (ORAA) is an arts-integrated independent study program in which students spend four days in class with a 5th day completed via home-study (also called “Studio Day”). ORAA utilizes a personalized learning model focused on rigorous academic experiences to provide an environment where students are supported in becoming life-long scholars, displaying honorable character, and acting as agents of positive change within their communities and our global society. Through this model, ORAA fosters the innate curiosity of all learners and provide opportunities that empower students and their parents to make the best choices for success in their life’s journey.

Homeschool (TK-8) – Program Description

In the independent study (non-classroom based) Homeschool program, parents and their children work closely with a California credentialed teacher called an education specialist (ES) to choose the right combination of learning programs personalized for each student. The school believes that parents are the primary educators of their children, and the school purpose is to support and encourage families in the challenging task of educating their children. Parents meet with their ES regularly (no less than once every twenty school days) to set student goals, create unique lesson plans, and track each student’s progress. Each student is assigned instructional funds to be used to purchase curriculum, educational materials, field trips, and services from approved vendors.

Homeschool students in grades TK-8 are able to use a portion of their instructional funds to take enrichment classes at the Otay Ranch Student Center. Homeschool parent and student events are offered throughout the school year.

Provide a description of the school that includes such areas as:

- *The community in which the school is located, including whether rural, suburban, industrial, or residential; socio-economics: parent population, ethnic distribution, etc.*
- *When the school was opened*
- *Initial location of the school and any location changes*

The Pacific Springs Community

PSCS serves TK-12th grade students residing in San Diego County, with authorization to serve students in the four contiguous counties. At this time, 100% of enrolled students reside in San Diego County.

San Diego County has the second largest population in California with over three million residents and has experienced a population growth of 7.8% over the past seven years. According to 2017 census data, the reported ethnic majority is predominantly split between white (45.5%) and Hispanic/Latino (33.9%), with significant populations of Asian (12.5%) and African American (5.5%) residents. The median household income is \$66,529. Education levels of residents over the age of twenty-five who hold a bachelor's degree or higher is at 36.5% countywide.

The school facility is located in eastern Chula Vista, Otay Ranch. Otay Ranch is a pedestrian-friendly 5,300 acre planned community. It combines the best of old-style neighborhoods with the latest in community design. Residents enjoy the pedestrian parks, strolling and biking along the extensive network of trails, paseos, and promenade streets and meeting with friends and neighbors at Otay Ranch Town Center.

School History and Opening

The Springs Charter Schools network functions under one administration with no anticipated changes to the educational programs or school operations. The four separate charter school boards, serving six charter schools, have entered into memorandums of understanding that would ensure consistency of programs for all schools. River Springs Charter School, authorized by Riverside County Office of Education, was established in 2007. Empire Springs Charter School, authorized by Helendale Unified School District (in San Bernardino County), was established in 2013. Harbor Springs Charter School, authorized by Julian Union Elementary School District (in San Diego County), was established in 2013. Citrus Springs Charter School, authorized by Orange County Department of Education, was established in 2016.

The educational programs offered through Pacific Springs Charter School were previously affiliated with Harbor Springs Charter School (HSCS), authorized by Julian Union Elementary School District since 2013-14. Due to the 2016 precedence-setting *Shasta v. Anderson* court case, non-classroom based charter schools in California are no longer allowed to operate student centers outside of the charter's authorizing district, but within the county. This court ruling impacted HSCS directly, and new authorization was sought for the Otay Ranch Student Center. The school first obtained a waiver from the State Board of Education to continue operations through the end of the 2017-18 school year, under HSCS. In order to become compliant with the law, the school petitioned Chula Vista Elementary School District (CVESD) in July 2017 and was denied in October. The school then appealed to the San Diego County Office of Education in January 2018 and was approved in March.

With the same program, facility, staff, continuing students, under the same governance of the Harbor Springs Inc. Board of Directors, and with new authorization from the San Diego County Office of Education, Pacific Springs Charter School began operations for the 2018-19 school year. There have been no changes to the educational program since the program's WASC Focus on Learning visit (under HSCS) in 2016.

The majority of ORAA students (66%) chose to remain with the program when it transferred charters for the 2018-19 school year. All continuing Homeschool students who lived in South San Diego County and were enrolled in Harbor Springs Homeschool for the 2017-18 school year were allowed to remain in that charter for 2018-19. Any new local students who enroll in the Homeschool program for 2018-19 will be placed in Pacific Springs.

Location of the School and Services

Otay Ranch Student Center is located at 1615 Mater Dei Drive (Seton Hall), Chula Vista, California; the building has 19,474 square feet of space for educational use with all educational occupancy approvals. Otay Ranch Student Center was opened in August of 2013. The program is in the 5th year of a five year lease; Pacific Springs signed a five year renewal lease for the same location.

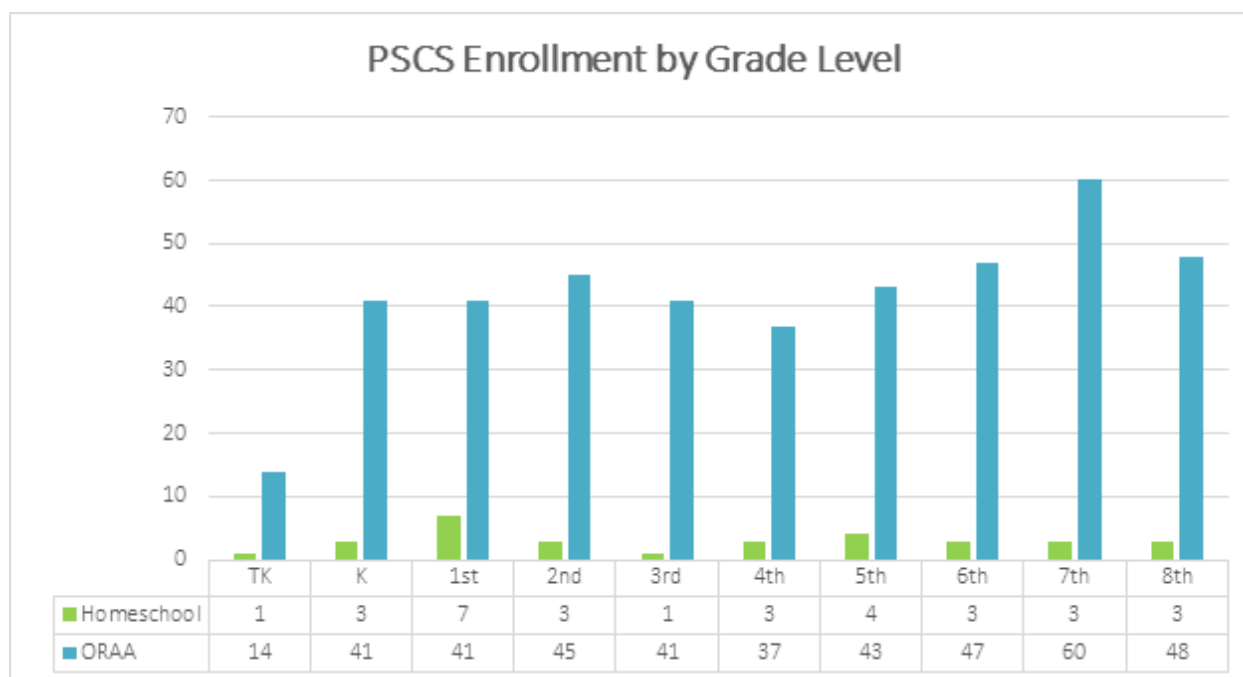
Fifteen classrooms are available four days per week for use by Otay Ranch Academy for the Arts. One day per week, three classrooms are used for Pacific Springs Homeschool Learning Center for K-8 homeschool enrichment workshops. Additional space is provided for Special Education services, meetings, student events, activities, and assessment as needed. The facility is fully gated with a dedicated green field. In addition, the program has shared access to a lecture hall, 500 seat theater, nutrition program, and covered lunch area. A track and pool are available upon request.

Provide demographic and achievement information regarding the students, including the following:

- *Enrollment by grade level*
- *Ethnicity or nationality*
- *English proficiency*
- *Gender/age mix*
- *Special populations*
- *Mobility of students*
- *Analyzed and interpreted student achievement data, including subpopulations, if applicable. Include three years of data and comparative state or national data, if available.*
- *Student follow-up*

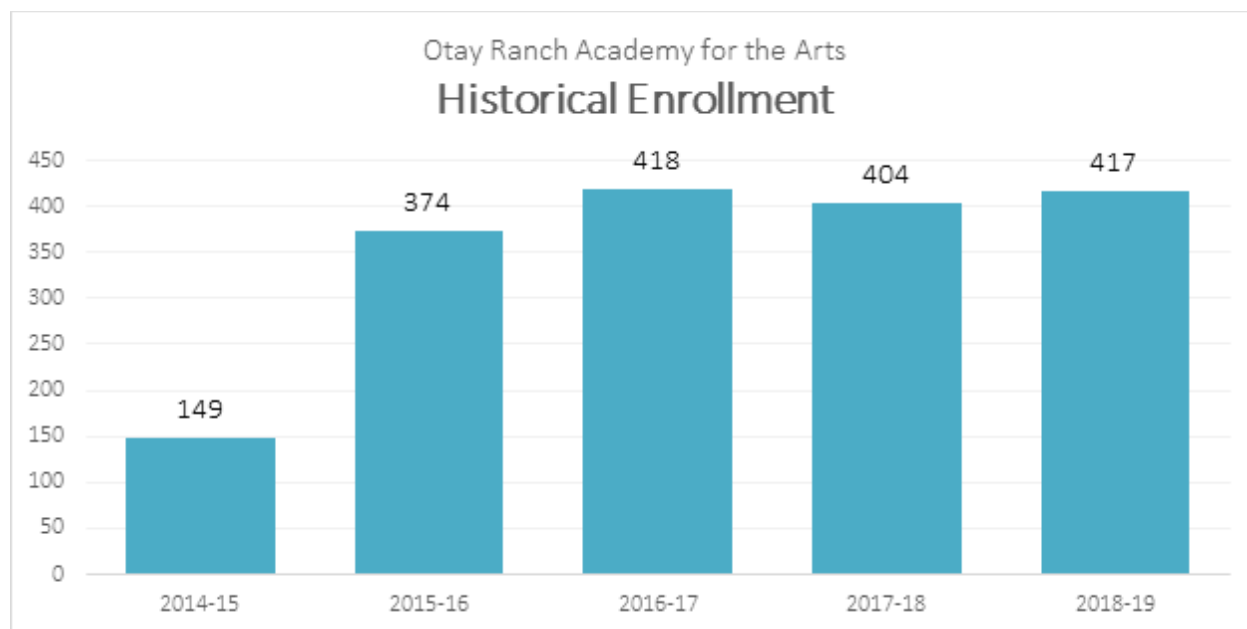
Enrollment for the school began in the summer of 2018, and remains open all school year. School leadership expects Homeschool enrollment to grow throughout the school year. High school enrollment is expected to grow in years two and three of operation, when accreditation is finalized and the school is able to offer a-g level courses.

As of the CBEDS data collection (10/3/2018) the total school enrollment is 448 students. The majority of school enrollment is in the Otay Ranch Academy for the Arts (93%), which is 417 student; 7% of the school's enrollment (31 students) are in Homeschool.



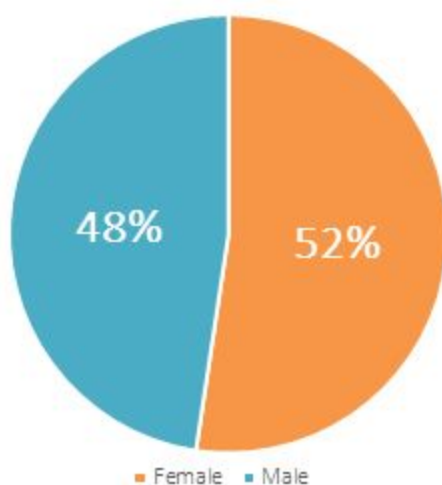
Data Source: OASIS Daily Enrollment Totals Report (as of 10/3/2018)

The K-8 Otay Ranch Academy of the Arts (ORAA) has nearly tripled program enrollment since it opened in 2014-15 under Harbor Springs Charter School. Overall school enrollment is about 48% male and 52% female.



Data Source: OASIS Daily Enrollment Totals Report (as of 10/3/2018)

Enrollment by Gender



Data Source: Source: OASIS Civil Rights Info Report; Students with approved schedules on 10/03/2018

Ethnicity & Primary Race	% ORAA	% Homeschool	% All Pacific Springs
Ethnicity: Hispanic (yes)	57%	52%	56%
Race: White	73%	77%	73%
Race: Filipino	13%	13%	13%
Race: Asian	5%	10%	6%
Race: African American	5%	0%	5%
Race: Pacific Islander	2%	0%	2%
Race: American Indian/Native	2%	0%	<2%

Socio-economically Disadvantaged	% ORAA	% Homeschool	% All Pacific Springs
Free-lunch Qualifying	22%	19%	22%
Reduced-lunch Qualifying	21%	13%	21%
TOTAL	43%	32%	42%

Data Source: Source: OASIS Civil Rights Info Report; Students with approved schedules on 10/3/2018

English Learners

Pacific Springs serves 78 EL students; of those, 67% indicated that Spanish is their primary language.

English Proficiency Classification	% ORAA	% Homeschool	% All Pacific Springs
English Learner	19%	3%	18%
Initial Fluent English Proficient (IFEP)	9%	6%	8%
Reclassified Fluent English Proficient (RFEP)	4%	13%	4%

Data Source: Source: OASIS Civil Rights Info Report; Students with approved schedules on 10/3/2018

EL Support and Instruction

All staff who work with EL students are CLAD or BCLAD certified. The Director of Assessment and two English Learner Coordinators (one academy and one Homeschool) review student achievement data, provide staff development, and work collaboratively with the Instructional Support Department and teachers to use ELPAC scores, along with other measures to develop lesson plans and curriculum, for EL intensive instruction that is aligned to state standards. Teachers work directly with EL students to create personalized learning goals based on each student's CELDT/ELPAC data, along with other academic indicators and student interests.

Parent and community participation in all EL programs is facilitated through twice yearly DELAC meetings. The school's ELD Master Plan is revised annually by the ELD Committee and includes information about identification, assessment, Reclassification, ELD, and support for English Learners. In addition, all EL students are monitored through the Response to Intervention (RTI) process.

Special Education

The purpose of the Special Education Department is to identify and provide services to any student who meets federal and state criteria as a student with a disability. Staff is committed to providing a caring community that empowers students to become active members of the school and community, based on their individual strengths and abilities. Parent involvement is considered essential in meeting the diverse academic, emotional, and social needs of each student. Special Education staff seeks to integrate general and special education services with staff working together to promote successful and positive futures for all students.

PSCS provides a full continuum of programs in the least restrictive environment for students identified as requiring Special Education and related services including specialized academic instruction (SAI), speech and language therapy, occupational therapy, etc. Students qualify under the criteria set forth by both the federal and the California statutes. Students with disabilities are fully integrated into the school's educational programs with the necessary materials, services, and equipment to support learning. The school ensures that any student with a disability is properly identified, assessed, and provided with necessary services and supports.

Students are referred for Special Education services primarily through the Multi-Tiered System of Supports (MTSS)/Response to Intervention (RTI) process. However, in compliance with current laws, parents and other community members may refer directly to the department any student suspected of having a disability that is impacting that student's learning, in accordance with Child Find.

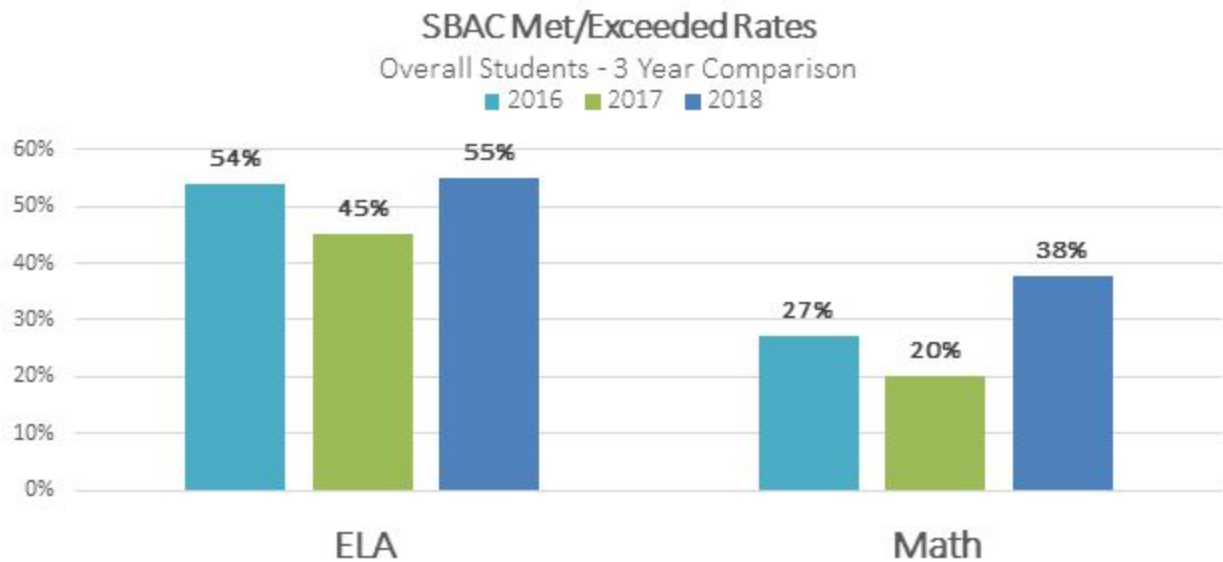
Students with Disabilities	% ORAA	% Homeschool	% All Pacific Springs
Active IEP	10%	13%	10%
Active 504	0%	32%	2%

Data Source: Source: OASIS Civil Rights Info Report; Students with approved schedules on 10/05/2016

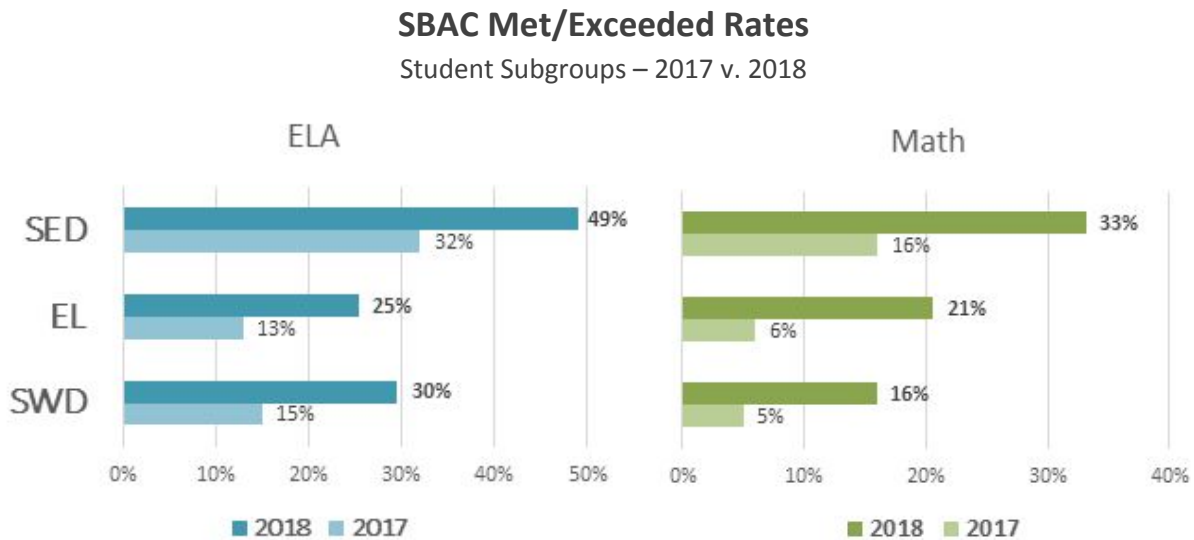
Student Achievement

Because all Homeschool students in Pacific Springs are new for the 2018-19 school year, we do not have 2018 CAASPP scores for Homeschool. Below are the SBAC Met/Exceeded Rates for all students who tested with Otay Ranch Academy for the Arts (under Harbor Springs) in the spring of 2018.

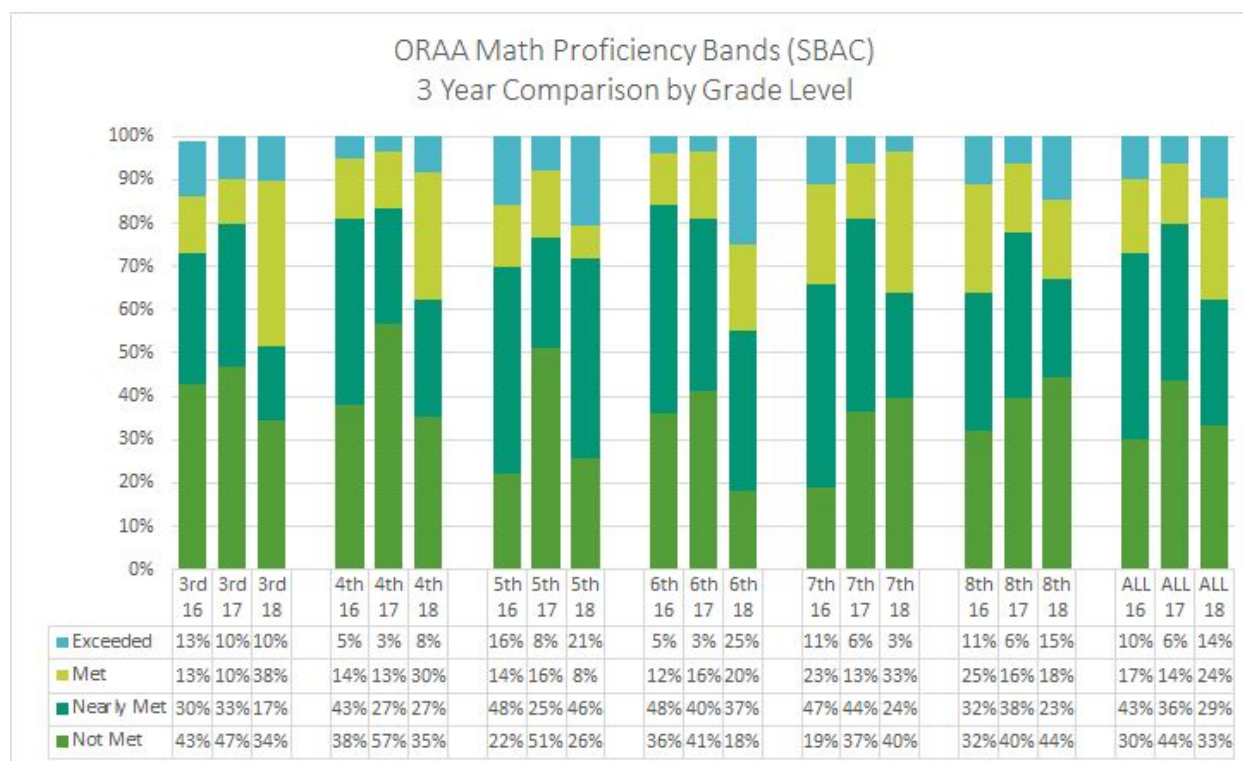
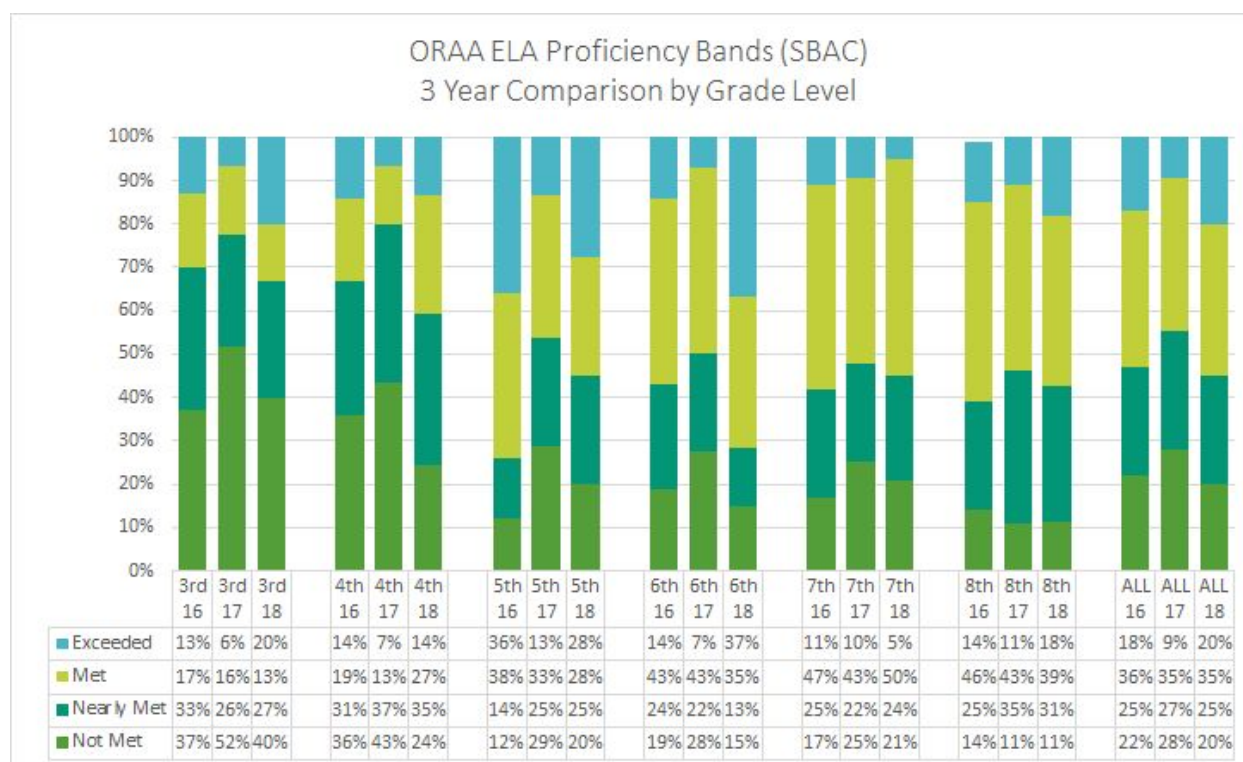
ORAA students made significant gains from the 2017 SBAC to 2018. The percent of student who scored in the “met” or “exceeded” categories grew from 45% to 55% in ELA and 20% in 2017 to 38% in 2018 in math. In addition, every significant subgroup and every individual grade level made gains in both ELA and math.



Data Source: Source: 2017-18 CAASPP School Score Report.



Data Source: Source: 2017-18 CAASPP School Score Report.



Is there anything that is unique or special about your school that is not addressed in this or other parts of this form?

Pacific Springs Charter School is focused on providing high-quality personalized learning opportunities to students in San Diego County. Utilizing a personalized learning model with challenging academic experiences, the school provides an environment where students can choose to become life-long scholars, to display honorable character, and to act as agents of positive change within their community and our global society. We foster the innate curiosity of all learners and provide opportunities that empower students and their parents to make the best choices for success in life's journey. Teachers and students work jointly to create learning goals that connect the learning objectives (standards) and students' interests and learning style(s). Timelines and activities are created to give optimum learning experiences for the student's educational success. Goals are reviewed regularly and adjusted to assist student in attaining their goals as well as the creation of new goals to move students along their personal learning path.

K-8 I CAN! Overview

PSCS has a clearly defined, synthesized list of academic standards (Key Skills/ICANs) for each core content area in grades K-12. For K-8, Key Skills (called "I CAN" standards) checklists and report cards were created to simplify progress tracking. These I CANs were developed by department members using the Common Core State Standards and align with the student learner outcomes.

Considering student population, shifts in pedagogy, and trends in education helps ensure that all students meet rigorous and relevant requirements. I CANs are used as a reference to guide the process. An online course management system has been developed to support students at home as well as those in academies. Readiness ability is determined through pre-assessment and student interest surveys to see what subject matter sparks students' interests. If a student is performing above grade level, their program is accelerated or enrichment is provided by the school, depending upon their abilities and interests. Online tools are used to pre-assess students and customize learning to the level that each student needs. Math online tools include ST Math, Ten Marks, and ALEKS. Online literacy tools included RAZ kids, Discovery Education, Reading A-Z, Brain Pop, Lexia, and Reading Plus.

Students are given an I CAN checklist with these standards, and they keep track of their own mastery through a variety of resources, including the website and our course management system, Canvas. Common assessments created by each academic department are used by the student to self-assess his/her mastery of Key Skills. Once the student determines that he/she is ready for it, the Mastery Quiz for the I CAN standard is administered through Illuminate to track student mastery.

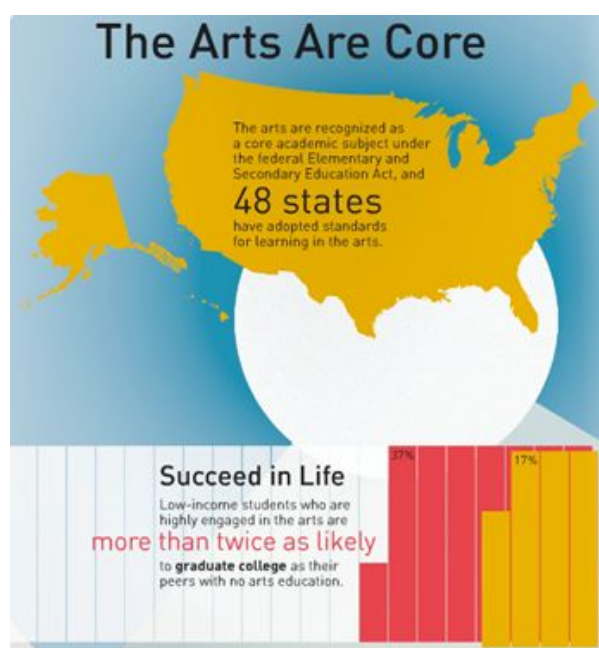
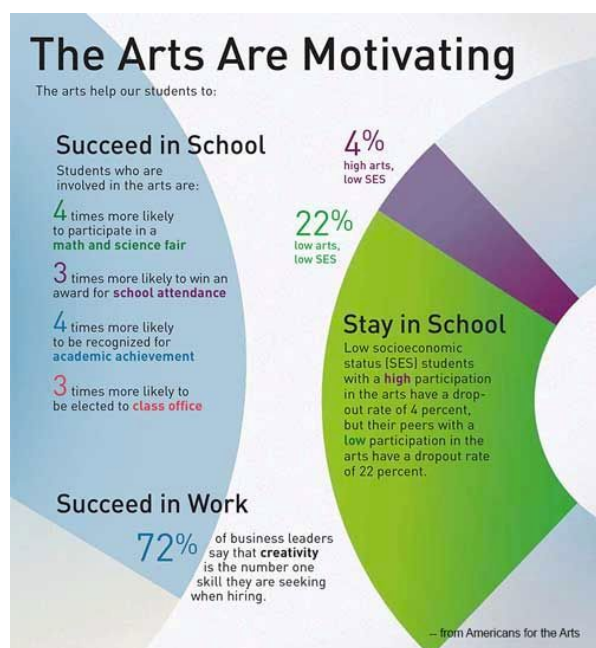
Springs Charter Schools are parent choice schools where staff and parents collaborate to create an individualized learning plan for each student. Plans may be at, above, or below grade level for each subject depending on student need. All students are challenged and held to high expectations regarding achieving academic standards and student learner outcomes. K-8 Homeschool families are provided with the Key Skills and I CANs that correlate to their grade level or course. At each subsequent learning plan meeting, students, parents, and ESs collaborate to assess student progress and design a learning plan that targets specific areas of student learning and aligns with the school's student learner outcomes. The expected level of rigor is communicated to the parents and students through assessment, review of work, reflection, modification, and pacing.

K-8 Arts Integration Academy

The ORAA program utilizes cross curricular arts integration. Arts integration is instruction that integrates content and skills from the arts (dance, music, theater, and the visual arts) with other core subjects. Arts Integration occurs when there is a seamless blending of content and skills between an art form and a co-curricular subject.

Arts integration is highly effective in engaging and motivating students. It supports academic achievement and improved social behavior of students while enhancing school climate and parental involvement. The arts provide students multiple modes for demonstrating learning and competency. A rich array of arts skills and intellectual processes provide multiple entry points for students linking to content in other subject areas. Similarly, arts instruction is deepened through integration of content from the other subject areas. It enlivens the teaching and learning experience for entire school communities. At its best, arts integration is transformative for students, teachers, and communities. At a minimum, the imaginations and creative capacities of teachers and students are nurtured and their aspirations afforded many avenues for realization and recognition.

To allow students to learn in a deeper more personalized level, students have one day per week as a “studio day” learning within the home and two “studio weeks” over the school year. Studio weeks are school attendance days completed in the home; personalized projects, lesson plans, and assignments are created by the credentialed teacher while parents offer supervision and support. All studio week projects are cross-curricular with English and a minimum of two additional core subjects (math, social studies, science) included in the project. Students check-in online twice per week to assist teachers in monitoring progress and ensuring completion by week’s end. All students participate in program-wide unifying projects. Students are given voice and choice to learn deeply about a subject of their interest and apply it to real world applications.



Part III: The Criteria

Category A Organization

A1. Vision and Purpose Criterion: The school has a clearly stated vision and mission (purpose) based on its student needs, current educational research, the school Local Control and Accountability Plan (LCAP), the CA Dashboard, and the belief that all students can achieve at high academic levels. Supported by the governing board and the district LCAP, the school's purpose is defined further by schoolwide learner outcomes and the academic standards.

State the school's statement of purpose, which may include the vision, mission, beliefs, and core values.

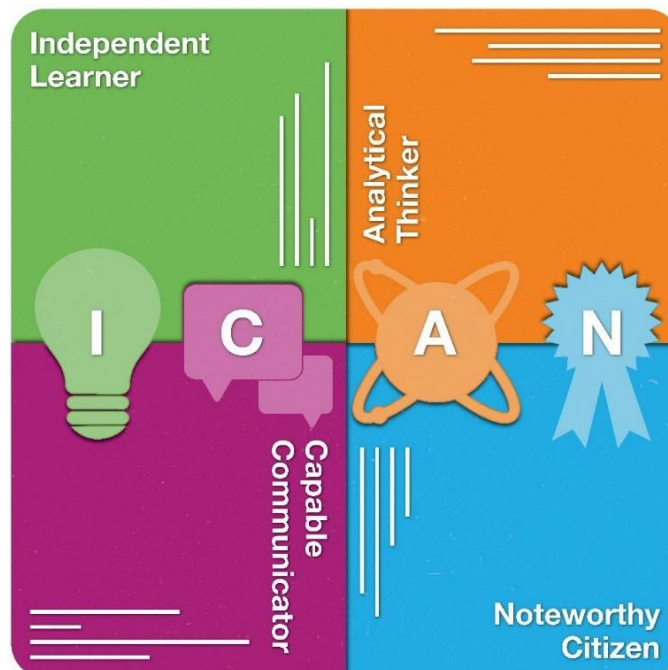
School Mission

Our mission is to empower students by fostering their innate curiosity, engaging their parents, and promoting optimum learning by collaboratively developing a personalized learning program for each student.

Core Values

- Parent choice and involvement
- Using the community as the classroom
- Fostering a child's innate creativity
- Collaborating to achieve goals
- Building relationships
- Personalizing learning

State the school's learner outcomes. Summarize how they were developed and the degree to which there was involvement of representatives of the school community. Comment on the level of understanding of the stakeholders at this stage of development.



The I CAN graduate learner outcomes acronym was developed with the involvement of all stakeholder groups. I CAN: Independent Learner, Capable Communicator, Analytical Thinker, and Noteworthy Citizen. Outcomes are the same for all sister schools within the Springs Charter Schools network in order to ensure consistency of the education program in all affiliated schools. Even though Pacific Springs does not currently have high school students enrolled, and therefore does not have the ability to measure final outcomes in the same manner, the methods to prepare students for learner outcomes remains the same in all Springs schools.

Graduate learner outcomes were presented to the network-wide leadership, academy teachers, Homeschool teachers, and administrative support staff during the fall 2015-16 home group meetings (2016 Focus on Learning). At each meeting, groups worked collaboratively to provide feedback and help define each area and make suggestions of measurability (with existing or available data markers). As a network, all schools have the same GLOs; therefore, these will remain the same for the new charter.

The bulleted items below are the rubric to measure progress toward each outcome. Starting 2018-19 data will be included in the annual Program Review Reports (program-specific and completed in the fall/winter) as well as the annual WASC Action Plan Update the board (schoolwide and presented at end of year).

Independent Learner: *Self-reflective learners who understand how they learn and how to utilize a variety of skills and resources to obtain their individual goals.*

- Completion of independent study courses
- Completion of Personalized Learning Plans
- Completion of Presentations of Learning
- Ability to identify Springs Power Tools
- Satisfy CDE Dashboard College & Career Indicator “prepared” requirements

Capable Communicator: *Communicators who can read, write, speak, and listen effectively for a variety of purposes and audiences.*

- Score met/exceeded standard on SBAC (ELA)
- Show one year or more of growth on iReady (ELA)

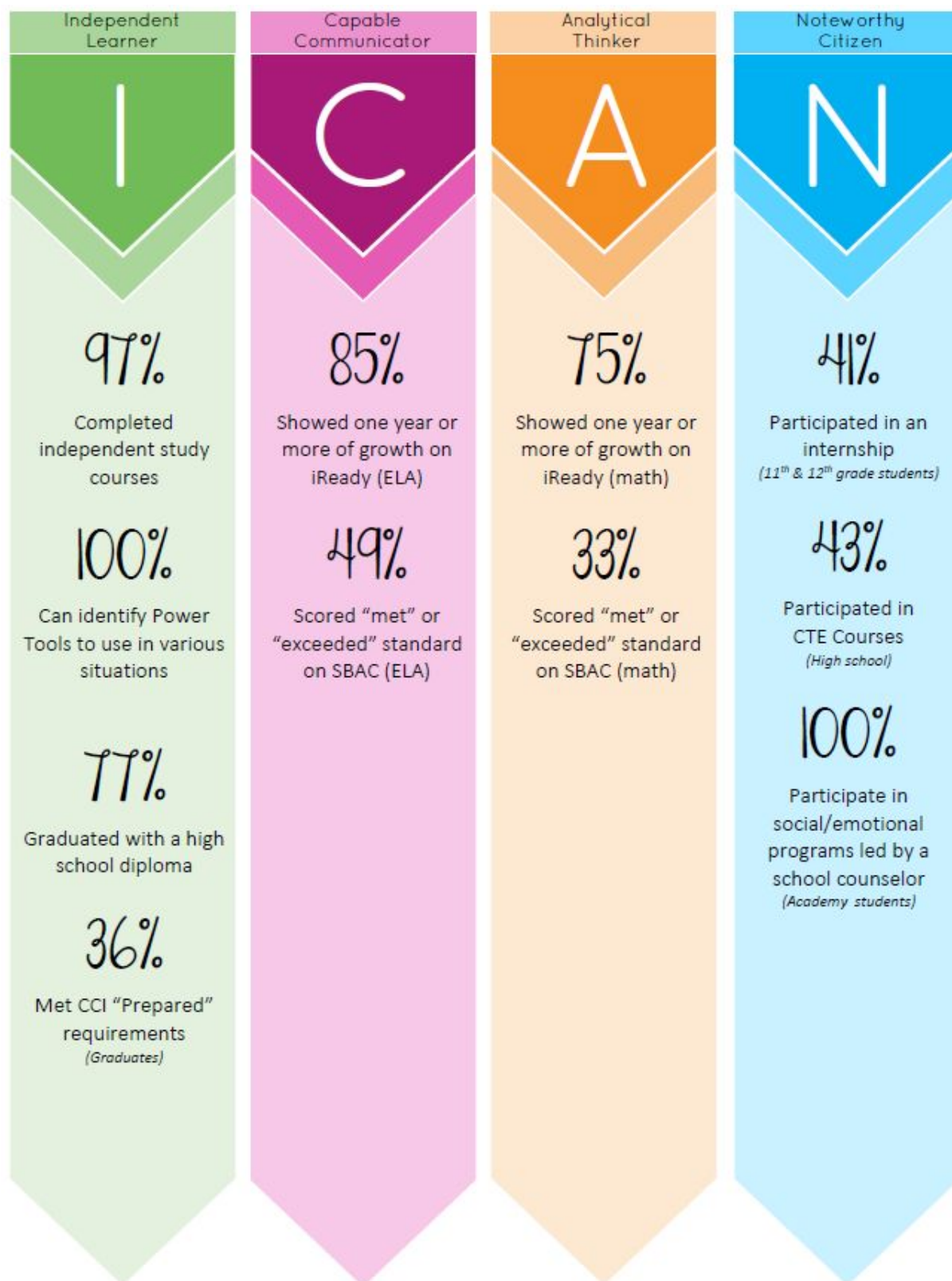
Analytical Thinker: *Effective problem solvers who employ logic and scientific method and look at issues from multiple perspectives.*

- Score met/exceeded standard on SBAC (math)
- Show one year or more of growth on iReady (math)

Noteworthy Citizen: *Individuals who understand the value of their many roles within the community and who use their skills and knowledge to participate and positively impact the world around them.*

- Participation in an internship
- Participation in CTE Courses
- Graduate with a high school diploma
- Participation in social/emotional, restorative practices, and/or anti-bullying awareness programs

Springs network-wide baseline data is as follows:



Explain how the school's purpose is communicated to the members of the school community.

The school maintains a comprehensive website that provides parents with information about all program options, educational philosophies, and enrichment opportunities that the school provides, all centered on the school mission. Prior to enrollment, parents are encouraged through marketing materials and the website to contact the schools' Parent Support staff who provide information, support, academy site tour times, and additional resources for parents during the enrollment process.

The school mission is a central focus of all staff development, PLCs, governing board meetings, and school policies and procedures. The school focus on personalized learning is evidenced in each classroom, individual learning plan, student/parent event, and school initiative.

Explain the degree to which there is consistency between the school vision, mission, schoolwide learner outcomes, the student learning needs, the school program and ongoing school improvement process.

Springs Charter Schools is a network of schools that share the same mission, vision, and educational programs. River Springs, Harbor Springs, Empire Springs, Citrus Springs, Vista Springs, and Pacific Springs are mission driven around the belief of parent choice where the community is the classroom. The mission is to foster the innate curiosity of our students, empower parents, and promote optimum learning by collaboratively developing a personalized learning program for each student. The overall community profile is reviewed annually to determine and/or update the goals for the LCAP. The community profile is also updated and posted annually in the SARC. The school has implemented a user friendly set of academic standards for each grade level that is aligned to California State Standards. All teaching staff and parents are provided with a copy of the I CAN Standards (Key Skills) for use in lesson planning and tracking student mastery by standard.

Comment on the current process or proposed plan for regular review or revision of the school purpose and schoolwide learner outcomes.

The school mission and core values are established, and there are no plans for revision. However, school goals, centered on the mission and graduate learner outcomes, are revised annually in light of the school climate, student needs, and ongoing school improvement.

A1 Vision/purpose

Supporting Evidence and Documentation:

- [School website](#)
- WASC schoolwide Action Plan
- [Board packets](#)

Achievements:

- Mission statement reflects school's needs
- Established graduate learner outcomes and rubric for data reporting

Areas for Improvement:

- Fully align GLOs with LCAP to ensure consistency; review and revise GLO reporting process annually.

A2. Governance Criterion: The governing board (a) has policies and bylaws that are aligned with the

school's purpose and support the achievement of the schoolwide learner outcomes, the academic standards, and the college- and career-readiness standards based on data-driven instructional decisions for the school; (b) delegates implementation of these policies to the professional staff; and (c) monitors results regularly and approves the single schoolwide action plan and its relationship to the LCAP.

Provide information about the governance structure and its responsibilities.

The governance structure of Springs Charter Schools consists of four separate governing boards. River Springs, Empire Springs, and Citrus Springs each have their own governing boards, respectively. Harbor Springs, Vista Springs, and Pacific Springs operate under the Harbor Springs, Inc Governing Board, which is a 501(c)(3) organization. Though the schools share a board, they do hold distinct and separate Board Meetings. Each board consists of a minimum of five and maximum of seven members, each of whom are members of one of the following two groups: parents or community members. Board members must reside in a county served by Springs Charter Schools.

The Harbor Springs Board of Directors is governed by its own by-laws, and board policies are approved for each individual school. Regularly scheduled meetings are held a minimum of seven times per year, in compliance with the school's charter, the Ralph M. Brown Act, and charter school law. School board meeting notices and agendas are posted on the school website as well as publicly posted at the school's administrative offices. Parent and community involvement is encouraged and supported. The Springs' website includes a board page with information about how to get involved in the boards.

The Harbor Springs Governing Board is seated by a separate sole-statutory member board, Springs Charter Schools, Inc. This is a detached five-member 501(c)(3) board which has the responsibility of keeping the Board full with highly qualified members, and assists with staff development throughout the network.

Explain how the school's vision, mission and schoolwide learner outcomes are aligned to the board and district policies and bylaws.

The school board exercises final authority on all matters, including the implementation of the school's respective mission and vision, major educational and operational policies, budgets and fiscal affairs, selection of the superintendent, procurement of facilities, and academic achievement. The superintendent maintains the authority and responsibility of managing day-to-day operations.

There is a high level of connection between the board's policies and the network-wide improvement plans with the school's vision, mission, and schoolwide learner outcomes. The superintendent provides WASC Action Plan and LCAP updates mid-year and annually.

Evaluate the level of understanding of the role of the board in relation to the responsibilities of the professional staff.

Board members are clearly aware of their role, and it is evident in their actions. Board members are active participants in school and charter discussions and events. The board promotes the school's mission, vision, and graduate learner outcomes through informal and formal participation.

- New board members attend an orientation in which they are versed in the core values of Springs Charter Schools, based on the mission.

- Board members are invited to and regularly attend student recognition events, graduations, ceremonies, celebrations, program grand openings, and other school events where mission, vision, and graduate learner outcomes are evident and parents, staff, and students are actively engaged in mission driven activities.
- Springs board members participate annually in charter conferences in order to stay current with charter school movement issues and to experience the wide variety of innovative education from other charter schools. Most charter school conferences include a series of sessions for board members to network and gain further knowledge of governance best practices.

Explain the evaluation and monitoring procedures carried out by the governing board in relationship to the LCAP metrics, including the review of student performance toward career- and college-readiness, overall school programs and operations, and the fiscal health of the school.

There is a high level of connection between the board's policies and the school-wide improvement plans with the school's vision, mission, and graduate learner outcomes. Board decisions are made with the graduate learner outcomes in mind. Board members receive annual comprehensive reports on WASC Action Plan progress and revisions as well as LCAP, CA Dashboard, and academic progress and updates.

The board is actively involved in the development and adoption of the LCAP. The Board also receives a mid-year review of LCAP goal achievement, participates in the stakeholder participation portion, and approves the final LCAP plan. Board reports and presentations are aligned to the school's mission and vision.

Comment on the effectiveness of the established governing board/school's complaint and conflict resolution procedures.

There is a board adopted Uniform Complaint Procedure, which identifies four areas that qualify as a board-complaint: 1) Discrimination/Harassment, 2) Violation of Federal Law, 3) Charging for a free education, 4) Non-Compliance with LCFF. A complaint form is available on the website, and would also be provided at the request of someone filing a complaint. Uniform Complaints are directed to the office of the Superintendent for appropriate investigation. Complaints of other natures, including individual and personnel issues, are directed internally through the appropriate department.

A2 Governance

Supporting Evidence and Documentation:

- [Board section on the Springs website](#)
- [Board packets and public agendas](#)

Achievements:

- Mission-aligned policies and by-laws
- Ongoing/annual training for all Board members
- Stakeholder input on policies

A3. Leadership: Empowerment and Continuous Planning and Monitoring Criterion: Based on student

achievement data, the school leadership, parent/community, and staff make decisions and initiate activities that focus on all students achieving the schoolwide learner outcomes, the academic standards, and the college- and career-readiness standards. The school leadership and staff annually monitor and refine the single schoolwide action plan and make recommendations to modify the LCAP based on analysis of data to ensure alignment with student needs.

Comment on the effectiveness of the processes and procedures for involving staff in shared responsibility, actions, and accountability to support student learning throughout all programs. Provide representative examples.

The leadership structure of Springs Charter Schools is highly effective, with clearly defined areas of decision-making authority and responsibility. Leadership teams, whose structures are defined on the school's organizational chart, include: Senior Cabinet, Coordinating Council, Academy Principals, Homeschool Directors, and Administrative Departments. Leadership teams analyze data and revise programs and services accordingly.

The leadership staff regularly reviews the existing processes and data trends to ensure that optimal student learning is occurring.

- Senior Cabinet meetings are held bi-monthly to allow the superintendent and assistant superintendents opportunities to discuss school needs and strategies for addressing schoolwide improvement.
- Coordinating Council meetings are held monthly to facilitate schoolwide discussion and planning across departments. Coordinating Council represents all departmental leadership staff. Topics of discussion include student safety, assessment updates, schoolwide initiatives and planning, best practices, department and program updates, and news regarding the charters and boards.
- Assistant superintendents meet frequently with program leadership, both informally and formally. Formal meetings include the following leadership: principals, Homeschool directors, single-subject specialist, MTSS coordinator, Guidance, Special Education, and other administrative departments (Human Resources, Education, Business, Administrative Operations, and IT/Facilities).
- Principals and Homeschool Directors meet with teachers and staff during regularly scheduled meetings including: Education Specialist meetings, academy staff meetings, and PLC meetings.
- Additional schoolwide meetings are scheduled yearly on the school master calendar, including: supervisor training, leadership staff meetings, and classified/support staff meetings.

Comment on the effectiveness of the existing structures for internal communication, planning, and resolving differences.

Leadership meeting agendas and minutes reflect a schoolwide focus on continuous school improvement to ensure that all students are learning at their highest potential and that programs, processes, and policies are aligned to the mission, vision, and graduate learner outcomes.

Leadership staff and teachers review and discuss data trends identified in standardized test scores, demographic data, internal assessments, survey results, and other student data. The data findings may lead to implementing policy, establishing new programs, seeking more data, or providing additional resources for teachers and students. Before changes are implemented, the leadership staff revisits the mission to ensure that the decision is aligned with purpose.

The school also disseminates a Springs News Bulletin monthly to staff, parents, and stakeholders to facilitate communication and share network-wide achievements, student and parent event opportunities, and present ongoing school improvement plans. Additional methods of communication include the Superintendent's Blog and website "News & Announcements" section, and the Daily Refreshments emails, which go out three times a week.

Comment on the effectiveness of the school planning process to ensure that it is broad-based, collaborative, and fosters the commitment of the stakeholders, including the staff, students, parents, and business community.

Leadership teams maintain communication with stakeholders and solicit feedback through surveys, formal meetings, and informal conversations with parents during monthly meetings, conferences, and school events in order to ensure that student needs are in the forefront of the decision-making processes. Because our parents are truly partners in schooling their children, parents and teachers regularly collaborate using assessment results and student interests to personalize learning.

Comment on how staff ensures that the analysis of student achievement of the critical learner needs, schoolwide learner outcomes, and academic and career readiness standards impact the development, implementation, and monitoring of the single plan and the LCAP.

Ongoing program improvement is monitored through a variety of methods to ensure consistency throughout the network.

- The superintendent annually presents the “state of the school” at the August board and staff meetings.
- Yearly superintendent schoolwide goals are data driven and align with the WASC Action Plan, LCAP goals, mission of the schools, CA Dashboard results, and graduate learner outcomes.
- School leadership, including the board, are actively involved in the analysis of schoolwide data and the development of the LCAP and WASC Action Plan yearly revisions.
- Principals and program directors develop a yearly program review report that is presented to administration and the board. Each program review includes program demographics, assessment results, program improvements, SMART Goals, and areas for ongoing improvement.
- AIMM, a peer review and monitoring process for academy classrooms, is designed to ensure consistency in the implementation of the mission, vision, and graduate learner outcomes throughout the school.
- Professional Learning Communities (PLC) consistently analyze student achievement data and revise learning strategies to address identified areas of student need.
- Student Learning Plans are aligned to the mission, vision, and graduate learner outcomes, and are data driven.
- Leaders may sign up for a rigorous, three-year Evolving Leaders program.

The superintendent ensures ongoing and effective network-wide communication through a variety of venues. All-staff communication is achieved through the HR “all staff” email notification system. Ongoing communication with parents includes the Springs News Bulletin, parent/student handbook (ICAN Magazine), Daily Refreshment emails, website, and social media. The school maintains a schoolwide master calendar that informs staff, parents, and students of all events and activities.

A3 Leadership

Supporting Evidence and Documentation:

- Leadership, Coordinating Council, Academy Principals, Homeschool Directors, and PLC meeting agendas & minutes
- [Springs New Bulletin](#)
- [Master Calendar](#)
- [I CAN Magazine \(Parent & Student Handbook\)](#)

Achievements:

- Communications with all stakeholders
- Goals aligned to relevant plans (WASC, LCAP, SPSA)

Areas for Improvement:

- Revise Coordinating Council structure to ensure collaboration is both outgoing and incoming.

A4. Staff: Qualified and Professional Development Criterion: A qualified staff facilitates achievement of the student academic standards and the schoolwide learner outcomes through a system of preparation, induction, and ongoing professional development. There is a systematic approach to continuous improvement through professional development based on student performance data, student needs, and research.

Explain the procedures to ensure all staff members in all programs, including online instruction, based on employment policies and practices, staff background, training, and preparation are qualified for their responsibilities.

The Governing Board and administrative staff employ a highly qualified and effective person for each open position in order to ensure the top level of student achievement and efficiency in school operations. All applications for available positions are posted on Edjoin.org. Job descriptions and a position control system are in place to ensure equitable opportunity and comparable compensation for all staff. Each applicant to the school is assessed and vetted through Human Resources prior to being contacted by the hiring supervisor. In consult with the HR staff, hiring supervisors conduct interviews, contact references, and make hiring decisions based on the needs of the school.

Explain the system used to communicate administrator and faculty written policies that define responsibilities, operational practices, decision-making processes, and relationships of leadership and staff. Determine the degree of clarity and understanding of these by administration and faculty.

The Springs Employee Handbook is updated annually and posted online. Staff acknowledgement of the handbook is verified annually. Questions about staffing and conduct policies and procedures are referred to the Handbook to ensure understanding and consistency.

Supervisors also attend annual supervisor training and maintain a supervisor handbook, which is managed by the Human Resources Department.

Explain the school's supervision and evaluation procedures. Comment on the relationship of these procedures to ongoing professional learning of the faculty.

Performance evaluations are an ongoing process, and the school encourages employees and their supervisors to communicate frequently. The performance evaluation process provides an objective, consistent, and fair way to measure employee effectiveness, identify areas needing improvement, and to review goal accomplishments and progress.

To encourage frequent constructive conversations between staff and supervisors, supervisors conduct three short "Springshots" each year. The intention is for the supervisor and employee to meet early in the school year, mid-way through, and towards the end of the year for a brief 20-30 minute conversation about progress towards goals, concerns, and kudos, as appropriate. Supervisor review at different elements of performance at each Springshot. Springshot #1 is be focused on goal setting, Springshot #2 on goal progress, and Springshot #3 on goal review.

Timeframes are slightly different for administrative staff vs. faculty:

Support Staff & Leadership Staff

- Springshot #1 October - Completion due by 10/31/18
- Springshot #2 February - Completion by 2/28/19

- Springshot #3 June - Completion due by 6/30/19

Teaching Staff:

- Springshot #1 September - Completion due by 10/31/18
- Springshot #2 December/January - Completion due by 1/31/19
- Springshot #3 May - Completion due by 5/31/19

Explain the school's process for supporting professional development/learning with time, personnel, material, and fiscal resources to facilitate all students achieving the academic, college, and career readiness standards and the schoolwide learner outcomes.

The board-approved school calendar includes 10 staff development days per school year, which include the annual staff meeting in August, three days prior to the start of school, and six days interspersed throughout the school year. Additional staff development days are scheduled as needed and staff are paid hourly to attend. Two examples are: Aloha Training for all new employees and the Personalized Learning Cohort (certificate course) for teachers.

- Professional development for teachers includes 3 Data Days per year, 5 Blended Learning PLC Days, and 2 all staff training days.
- Human Resources staff conducts yearly supervisor trainings and ensures that all supervisors receive the Supervisor Handbook.
- Human Resources Department conducts staff development and training annually for all classified staff.
- All staff receives Pupil Services Compliance Training within the first months of employment. Training includes an overview of the school's mission, vision, and graduate learner outcomes, internal job functions, and schoolwide compliance issues.
- All teachers that utilize online curriculum and platforms attend professional development and training in order to remain current with online learning best practices. The school also has an Academic Technology Specialist to troubleshoot, create processes and procedures and support the online learning classes.
- Springs staff and board members are encouraged to attend job related conferences including the APLUS+, California Association of Charter School's, California Charter School Development Center's, and other conferences.
- All staff has access to additional online training with over 140 online training videos through Lynda.com and hr.springscs.org (Springs HR Online). A Certificate of completion is awarded to staff when individual trainings are complete. Training completion is monitored by Human Resources staff.
- Site safety meetings include monthly staff development and training, as well as certification and training in CERT, CPR, and emergency procedures.
- Springs offers Teacher Career Pathways where professional development opportunities are offered to staff members. These pathways set clear, high standards for instructional excellence. They provide frequent training and feedback to help teachers learn and grow. The Teacher Career Pathways is a 4 stage system: 1) Emerging Teachers, 2) Distinguished Teachers, 3) Lead Teachers, and 4) Master Teachers.
- Each summer, the Personalized Learning Institute offers five full days of training for the teachers the opportunity to develop personalized learning pedagogy. This is followed up with seven meeting days throughout the school year to hone their skills.
- Educational Specialists who are new to homeschool teaching are assigned a mentor.

- The school provides an Evolving Leaders program for any staff who wish to hone their leadership skills. This 3 year program is open to all staff.
- Department leaders train staff regularly on day-to-day job duties.

Summarize the current process to determine the measurable effect of professional development on student achievement.

The programs use pre- and post- training surveys to determine growth based on targeted professional development goals. Surveys are sent to families each year to identify if new components and training are being shared and utilized within the home setting.

List by course those instances where teachers are not teaching in their areas of major or minor preparation, and specify the related preparation, interest, experience, or ability qualifying them to teach in the areas assigned.

All K-8 academy teachers and Homeschool ESs are credentialed appropriately; the majority hold Clear Multiple Subject Credentials.

Attach a copy of the school's master schedule indicating staff assignment and length of period or module. Describe any use made of regularly employed instructional assistants.

The Otay Ranch Academy of the Arts Schedules can be found on the school website, [HERE](#).

Describe any regular use made of community volunteers.

The school encourages parent volunteers on campus. To ensure safety for all students and staff, volunteers are cleared through the Human Resources Department. Volunteers are expected to follow all federal laws, state laws, and school board policies, including (but not limited to) FERPA, sexual harassment, child abuse reporting, discrimination, tobacco and alcohol prohibition, and more. All volunteers are required to complete an application, have authorization from the principal, complete a TB risk assessment, and pass Megan's Law check. Select volunteers who would be required to work one-on-one with any student must also go through the Live Scan background check (see Appendix B).

Give the student-teacher ratio: total student enrollment as of October 1 divided by the total number of teaching personnel.

In the classroom, staff try to maintain a ratio of 28:1 student:teacher, not including counseling or special education faculty, instructional aides/ACES, or parent volunteers. Homeschool education specialists may maintain a slightly heavier student roster.

Current staffing includes 15 teachers for 439 students, which gives a 29:1 average.

Provide the information regarding support or classified staff.

The student center has multiple classified staff including a Site Facilitator, Receptionist, and Assistant Classrooms Educators (ACES), which act as aides in the classroom and supervise students during recess/breaks and lunch. Every full classroom employs an ACE for as many hours as students are present.

The ACE is with their assigned classroom of students during class time and throughout recess and lunch. This assures that students are supported by an adult all day, allowing for any social behavioral interventions. With an ACE in each TK-5 classroom, the adult-to-student ratio is approximately 14:1.

A4 Staffing***Supporting Evidence and Documentation:***

- [Springs Employee Handbook](#)
- Volunteer Packet (Appendix B)
- [Board Approved Attendance Calendar](#)

Achievements:

- Salary schedules
- Adequate staffing
- New employee training
- Job descriptions & employee handbook annual review
- Professional development opportunities
- Faculty hold appropriate credentials

Areas for Improvement:

- Continued work on staff development in the area of math to further increase proficiency.

A5. Resources Criterion: The human, material, physical, and financial resources are sufficient and utilized effectively and appropriately in accordance with the legal intent of the program(s) and LCAP to support students in accomplishing the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes.

Explain how resources are allocated to meet the school's vision, mission, and student achievement of the critical learner needs, the schoolwide learner outcomes, student needs identified in the district LCAP, the academic standards, and the college- and career-readiness standards.

Budgets are developed each year in alignment with the school's vision, mission, LCAP goals, and student achievement of the schoolwide learner outcomes. Materials, supplies, and staffing are prioritized to ensure adequate support to address student learning needs.

All LCAP goals were developed and outlined in the Charter Petition document. Expenditures are maintained through the Business Department with updates and revisions provided by the Administrative Operations Department.

Special Education resources are received from the El Dorado SELPA and are utilized to support the needs of students with disabilities in accordance with all required state, federal, and fiscal guidelines.

Federal and other restricted resources are also received and used, per guidelines, to assist targeted students. These revenues and expenditures are coded by resource in the school's financial system and reported to the Governing Board per policy. The school also is developing a School Site Council to meet Title I and Title III compliance as staff move forward to secure those funding streams. The main priority of the Council will be to revise/approve the Single Plan for Student Achievement.

Additionally, comment on the extent to which leadership and staff are involved in the resource allocation decisions.

School leadership staff participates in ongoing and collaborative budget analysis and discussions. All budget considerations are aligned to the school's mission and vision, LCAP and state priorities, schoolwide learner outcomes, student achievement results, and new California State standards (common core, college and career readiness, and grant goals) as applicable. Budget decisions are based on ensuring that there is personalized learning in all programs across all three charters. More specifically, staffing costs (certificated, classified, and benefits) ensure that student and school needs are met. Staffing costs include student-to-teacher ratio, instructional aide support, highly-qualified teachers, and proper administrative support.

Explain the impact the process for the allocation of resources has made on student learning.

At the student center, TK-5 academy classrooms with 25 students or more have an Assistant Classroom Educator (ACE). In grades 6-8 there is an ACE in every math class. This model was put in place to provide more support for students by supporting the teacher with instruction, behavior, and classroom management. Each ACE received five days of training over the summer, which included all materials needed to successfully complete their job duties. The allocation of these resources and funds supports our mission to promote optimum learning.

For Homeschool, each student receives Instructional Funds to be used to maximize their learning outcomes. Each Education Specialist works with the family to ensure that each student has all of the books, materials, and services necessary to meet state standards and achieve personalized learning while keeping students interests in mind.

Evaluate the effectiveness of the school's processes in relationship to district practices for developing an annual budget, conducting an annual audit, and at all times conducting quality business and accounting practices, including protections against mishandling of institutional funds. (Note: Some of this may be more district-based than school-based.)

The principal/director and assistant superintendent meet with the assistant superintendent of the Business Department and superintendent each spring to discuss their budget for the following year. At the meeting, the budget is discussed thoroughly and initial action plans are developed. After all meetings commence, the assistant superintendent of Business and superintendent discuss schoolwide budget needs, and the superintendent decides which expenditures will be kept. Once all of the budgets are solidified, the school's entire budget is formulated for Board discussion. Each May the assistant superintendent of Business has an informational agenda item for each Board based on these meetings and obtains Board feedback on overall allocations. In the June meeting, the budget is approved by the Board and submitted to the authorizer by prescribed deadlines.

The charter school has a highly qualified, expansive Business Department, which handles all requirements regarding the annual budget, annual audit, and business/accounting practices. The Business Department develops the initial budget as described above. Along with monthly maintenance for internal use, the department also completes all SACS and other reports for First Interim, Second Interim, and Unaudited Actuals. Each of these reports are combined with authorizer-specific requirements and sent to them based on agreed upon deadlines. Each charter is separately audited by an external auditing firm.

The Business Department uses best practices throughout all processes. Based on FCMAT, CASBO, SSC and other state agencies, the business department has policies, processes, and handbooks for each function. There are also segregation of duties throughout the department to ensure there is no mishandling of funds.

Comment on the degree to which the school's facilities are adequate to meet the school's vision, mission, schoolwide learner outcomes; the educational program and are safe, functional, and well-maintained.

The school facility is adequate to meet the school's vision, mission, and graduate learner outcomes. The student center is completely gated and offers fifteen classrooms and a dedicated green field. In addition, the program has shared access to a lecture hall, 500 seat theater, nutrition program, and covered lunch area. A track and pool are available upon request. The building has 19,474 square feet of space for educational use with all educational occupancy approvals.

The facility is safe and maintained by the Springs Facilities Department. Security protocols are in place for all students, staff, and visiting parents.

Evaluate the effectiveness of the policies and procedures for acquiring and maintaining adequate instructional materials and equipment.

Materials and Equipment are allocated based on the school's mission, LCAP goals, program needs, and state guidelines. Since we do not participate in textbook adoption, each program is tasked with ensuring all students have adequate, up-to-date materials for all students. Principals and Homeschool directors must also ensure that staff development is properly budgeted to meet their specific program needs. Other areas include office supplies and technology, which is allocated based on student need, program goals, and LCAP. Each classroom is equipped with at least 12 Chromebooks, and all Homeschool students are offered a Chromebook for school use. The IT department fully supports all students/staff with issues regarding their Chromebooks.

Explain how the resources are available to hire, nurture, and provide ongoing professional development for a well-qualified staff. Include specifics if online, IB, and/or college- and career-preparation programs are in place.

As detailed in section A4, school staff has access to regular staff development and mentoring opportunities. These opportunities include, but are not limited to: Professional Learning Communities (PLCs), Data Days, all-staff trainings, site trainings, principal trainings, and other contracted outside services based on need (eg: NCUST). Staff can also apply to become part of specialized training, such as the Personalized Learning Cohort, where they can become a leader and mentor amongst the teaching staff on their campus. Newly credentialed teachers also participate in the Teacher Induction Program where they are assigned a mentor and are able to clear their credential.

A5 Resources

Supporting Evidence and Documentation:

- [Charter Petition Budget](#)
- 2018-19 First Interim Budget (to be complete December 2018)
- Comprehensive School Safety Plan / Emergency Response Plan

Achievements:

- Best practices used in all aspects of finance
- High-level finance team
- Adequate resources
- School budget adds to reserves each year, including MYP projections

Areas for Improvement:

- Find unique ways to use resources as school's continue to be asked to do more with less

NOTE: Only Charter Schools should respond to the following criterion.

A6. Resources Criterion [Charter Schools Only]: The governing authority and the school leadership execute responsible resource planning for the future. The school has developed policies, procedures, and internal controls for managing the financial operations that meet state laws, generally accepted practices, and ethical standards. The school is fiscally solvent and uses sound and ethical accounting practices (budgeting/monitoring, internal controls, audits, fiscal health, and reporting).

Evaluate the effectiveness of how the charter school regularly reviews its long-range plan in relation to the school's vision, mission, and schoolwide learner outcomes. Include the extent to which all stakeholders are involved in future planning, including long-range capital needs.

The school regularly reviews its long-range plans through ongoing review of the LCAP, Single Plan for Student Achievement, and WASC Action Plan with support from all departments. The school allocates resources through collaborative budget meetings based on school/program need, school mission, and graduate learner outcomes. All resource allocation decisions are made with the principal/director and assistant superintendent and approved by the board. Expenditures and resources are also based on federal and state grant program guidelines including, but not limited to, LCAP goals, Title I, Title II, Title III, restricted lottery, Education Protection Account, Special Education, and the like.

All stakeholders are involved in future planning, especially when developing/maintaining the LCAP document. Other long-range capital needs are developed by Senior Cabinet and presented to the board for discussion in open session. Senior Cabinet members discuss long-range planning and schoolwide initiatives. The school authorizer is also involved in long-range planning via multi-year projection submissions. Changes to the charter document must be submitted in advance to the charter school's authorizer and approved in public session.

Comment on the effectiveness of the school's process for developing, reviewing, revising, and adopting written fiscal policies and procedures for internal controls.

Policies are reviewed and revised as necessary and discussed with the board. The Harbor Springs Board has adopted the following business policies on behalf of the school:

Pacific Springs Board Policies (Business)

[4001.1 – Contracts](#)

[4002.1 – Budget](#)

[4003.1 – Financial Reports and Accountability](#)

[4004.1 – Fixed Assets and Capitalization](#)

[4005.1 – Disposal of Surplus Property](#)

[4006.1 – Vendor Minimum Qualifications Requirements \(Core Subjects Only\)](#)

[4007.1 – Cash Receipts](#)

[4008.1 – Debt](#)

[4009.1 – Accounting](#)

(See evidence list below for link to all board policies.)

Comment on the school's annual independent audit that employs generally accepted accounting principles. Explain the written policies regarding the scope and responsibilities related to this audit and the procedures followed for filing the audit reports with the authorizing agency and other government entities as required by law.

The board is informed during each budget presentation of projected annual reserves both in dollars and percent of net expenditures. Board members are thorough in their readings/analysis and often ask questions of staff.

The annual external audit is thorough, covering all business and attendance practices. The audited financial statements will follow all state guidelines including approval by the local board, submission to the authorizer, and sent to the county and state.

Comment on the effectiveness of the accountability measures to ensure that personnel follow the fiscal policies and procedures.

There is ongoing communication with the charter school authorizer that ensures that the business processes have adequate oversight and ongoing feedback. There are internal auditing systems in place to ensure compliance prior to issuing checks. Over the past four years, there have been zero audit findings or management letters to any charter in the network. It is expected that with the school's first audit in the summer/fall of 2019 that there will also be no issues; as the network of schools have had zero findings for a number of years. Business staff strives for continual improvement and attends various workshops and conferences in order to stay informed of current initiatives and information from state entities.

The school follows all generally accepted accounting principles. The charter's business staff uses the California School Accounting Manual and SACS reporting. Further, the school must complete additional paperwork as required by the authorizer, SELPA, state, etc. An external auditor will be secured each spring with the student records/attendance audit completed each summer and the financial audit completed each fall. By December 15th of each year, the board receives the audit report and discuss prior to approval. This audit report is then given to the authorizer, county, and state for review. All policies and procedures are reviewed and revised annually.

Explain the effectiveness of the school's processes and protections for the following: 1) who is authorized to sign contracts, write checks, and release institutional funds; 2) the monitoring of payroll information; 3) the review of bank reconciliations and deposits/withdrawals of all school financial accounts; and 4) the policies and procedures for the use of credit cards and other lines of credit.

Business administrators are highly qualified and provide ongoing supervision of staff and department functions. There is complete segregation of duties to ensure that no one person can complete a transaction in any financial system. Accountability measurements include:

- New vendors or vendor changes are done through the Vendor Relations Department who report to the director of Administrative Operations.
- Any Accounts Payable data entry is double-checked for accuracy by the assistant controller.
- Only controllers or the assistant superintendent can approve checks on behalf of the school. None of these individuals enter payables.
- No Accounts Payable clerk can go beyond entering an invoice to make a claim. They also cannot change vendor information (including names and addresses).
- Along with the assistant controller reviewing invoices, a sample review is also completed by the controller or assistant superintendent of business on a regular basis.
- Each Accounts Payable clerk is assigned specific duties within the system.
- When checks arrive, they are double checked against the invoice by the administrative assistant or a clerk in the business office. Accounts Payable does not check their own work, and it ensures that any irregularities could be caught.
- All Business staff are overseen by the assistant superintendent.
- Checks are written by a controller but signed by the assistant superintendent and superintendent only.
- If there were any irregularities or questions within the business department, proper protocols would be followed to investigate. Although this has never occurred, our assistant superintendent of business is also a certified fraud investigator, and her expertise would be used, if needed.

Each of the schools follow a strict protocol for financial practices. Specifically,

- There are only five persons who are able to sign contracts, per board policy. All contracts over \$10,000 must be ratified by the board in public session. All contracts over \$50,000 require board approval prior to execution.
- Controllers write checks and only the assistant superintendent and superintendent can sign them.
- Instructional Funds are released through an electronic process which is done by our purchasing coordinator when indicated by the Assistant Superintendent of Administrative Operations. If additional instructional funds are needed for a student it must be approved, in writing, by a homeschool director, and dropped by the purchasing coordinator.

- The business department approves and views payroll information. The Human Resources Department has best practices and segregation of duties in place to ensure proper accounting and strict confidentiality.
- Bank reconciliations are done by an Accounts Payable technician, not the controller, who inputs the deposits into the system. All deposits are unsealed and counted by two different staff members, but deposit transactions are entered into the financial system by the controller. The department's administrative accounts receivable clerk actually takes the deposits to the bank. There are five people involved in every deposit.
- The credit card policy is board-approved and strictly followed.
- For reconciliations done by the Assistant Superintendent of Business, the Assistant Superintendent of Administrative Operations (who was the Assistant Superintendent of Business until 2016) double checks and signs for all work.

Comment on the degree to which the charter school has defined regular accounting and external audit procedures that meet the generally accepted principles of accounting and audits.

The Business Department coordinates an external annual finance audit and an annual student records audit. The audited financial statements follow all state guidelines including approval by the local board, submission to the authorizer, and sent to the county and state. Internal procedures and safeguards have proven to be generally accepted principles of accounting and audits.

Comment on the effectiveness of the school's procedures to develop and monitor its annual budgeting process to ensure transparency.

Business staff updates each charter's operating budget monthly. The school also has complete personnel practices in place including a Position Control System, Personnel Action Form, and Stipend Action Form. Once initial budgets are set, any request to delineate the budget must be approved by both the immediate supervisor and Assistant Superintendent of Business. The Superintendent makes the final decision when the decision is in question or involves leadership personnel. Any and all new/changes in positions are changed monthly in the budget; therefore, keeping the budgets up-to-date each month. The budgets are then reported to the board at each regularly scheduled board meeting and in accordance with state deadlines. The board approves all expenditures via a Warrant List, at each public meeting. For larger expenses the boards have a contracts policy in place. An expenditure over \$10,000 must be Board-ratified and anything exceeding \$50,000 must be pre-approved by the board prior to entering into the contract. The board is provided with an executive summary that explains the rationale for the expenditure and the full contract as a part of their board packet.

Comment on the extent to which the school's governing body provides adequate compensation to faculty, administrators, and staff; adequate staffing for the school's program; and reasonable accumulation of reserves.

The Human Resources Department reviews and revises the school's Position Control System process to ensure that salaries and compensation are comparable to other school districts. Administration regularly reviews the re-balancing of staff and resources as well as investigates comparable compensation of neighboring districts. The board annually discusses and approves the Salary Schedules and Position Control System as presented by the Assistant Superintendent of Personnel. Further, the Human Resources Department works with school leadership staff to ensure adequate staffing for all of the programs. In 2015-16, the Human Resources Department hired an outside consultant to complete a compensation study for the three existing charters. Study findings were then used to design the Springs Salary Schedule.

Comment on the effectiveness of the school's marketing strategies to support the implementation of the developmental program, including research and information to help develop future planning.

The school website is well maintained and gives comprehensive information about all educational programs. The Parent Support phone line (designed to provide school information to prospective families), website live chat, and Intake staff offer parents and students thorough information about school programs, prior to enrollment. During all Parent Support conversations and on the enrollment application, families are surveyed to find out how they heard of the schools; this allows us to assess the effectiveness of targeted marketing efforts. The school actively uses social media and online reviews to create a more positive web-presence and adequately articulate the school program options and supports to the public.

When seeking new enrollment the charter develops and implement a marketing campaign that will advertise the program/charter through multiple outlets.

Explain the processes for the governing authorities and school leaders informing the public and appropriate governmental authorities about the financial needs of the organization.

The public and appropriate governmental entities will be informed about the financial needs of the organization through the following means:

- Audited Financial Statement
- Budget updates to the Boards
- First Interim Budget
- Second Interim Budget
- Unaudited actuals
- Preliminary Budget
- Education Protection Account board-approved budgets on website
- Title I in SPSA and through consolidated application
- Title II through consolidated application
- Title III through SPSA and consolidated application
- Perkins IV through grant documentation
- Public charter schools grant program through grant documentation
- LCAP document through previously explained process
- Lottery restricted through financial system reporting
- Special Education reporting through financial system and SELPA mandated reports

All reports will be reported in at least one of the following ways (depending upon mandated processes):

- Posted on website
- Board approved
- Sent to authorizer/county/state (as applicable)
- Reported on Consolidated Application, as applicable
- Reported through grant mandated, public reporting

Explain how the charter school ensures the adequacy of reserve funds to ensure the financial stability of the school. Comment on whether the allocation of resources is sufficient to address the schoolwide learner outcomes and the critical learner needs of students.

he school has adequate reserve funds in order to sufficiently address the schoolwide learner outcomes and critical needs of students. According to the Charter Petition Budget Multi-Year Projections, the school is estimated to have an ending balance as stated below at the end of year 1.

Charter	Projected Ending Balance \$	Projected Ending Balance %
Pacific Springs	\$396,365	10.7%

A6 Charter Resources***Supporting Evidence and Documentation:***

- [Charter document](#)
- California School Accounting Manual (SACS format)
- Annual external audit
- Auditor requirements and recommendations
- MOUs with Authorizers
- MOUs between the schools
- FCMAT communication and workshops
- CASBO communication and workshops
- [Board policies](#) (Pacific)
- Chief Financial Officer (consultant) recommendations and assistance
- Internal handbooks and practices delineating accounting best practices
- Salary schedules and Position Control system

Achievements:

- Highly qualified accounting staff
- Thorough precautions and accountability
- Segregation of duties across all levels

Areas for Improvement:

- Brainstorm ways to continue to do more with limited resources

Category B

Standards-based Student Learning: Curriculum

B1. Rigorous and Relevant Standards-based Curriculum Criterion: All students participate in a rigorous, relevant, and coherent standards-based curriculum that supports the achievement of the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes. Through standards-based learning (what is taught and how it is taught), these are accomplished.

Comment on the degree to which the written and taught curriculum results in student achievement of the academic and college/career standards for each subject area, course and program, and where applicable, expectations within the courses that meet the UC “a-g” requirements.

SCS administration and staff ensure network-wide consistency of rigorous and relevant curriculum that is aligned to standards in all core curricular areas. Single-subject specialists research and update curriculum choices that can adapt to the personalized learning model of instruction. Curriculum resources are analyzed and revised during monthly Professional Learning Community (PLC) meetings. Single-subject specialists are continually editing, updating and improving resources that are aligned to I CAN standards in order to support Homeschool families, as well as researching new programs, such as Reading Plus, and Lexia. Additional resources being considered include ESGI for K-2, Lexplore for reading fluency, Piano Maestro for linking music and math, and Activated Reader for vocabulary development.

Springs administration and staff have implemented a variety of schoolwide initiatives to ensure that all students receive a rigorous and relevant education.

- Courses are updated by single-subject specialists on a yearly basis.
- Curriculum mapping is a collaborative process that is implemented by single-subject specialists. Each individual teacher has the freedom to deviate/modify curriculum and instruction as required based on student needs and within the guidelines of personalization.
- Each lesson plan is tied to specific I CAN (Key Skills) statements that are patterned after an appropriate CA State Standard. The linked videos, readings, questions and activities are also tied to these standards.
- Canvas courses at the K-8 level reflect the State Standards through the I CAN statements.
- Mastery quizzes are also patterned after these same standards.
- The College & Career section of the websites provides information and resources in regards to college events, scholarships, and college fairs, testing, and academic planning.

Comment on the collaborative strategies used by administrators and teachers to examine curriculum design and student work in order to refine lessons, units, and/or courses or programs.

In addition to providing a rigorous and relevant education to all students, the charter schools strive to stay true to the founding purposes of the charter school movement, which is to allow educators, parents, and students to be innovative within the educational process.

Throughout all programs and schools, innovation is encouraged and supported. A few examples include:

- In Homeschool, parents and the ES are allowed to select the curriculum they feel is most appropriate for the child and that will result in larger student achievement gains. Homeschool adopted curriculum choice options are aligned to include Common Core appropriate options; for example, moving away from the traditional text to curricula that is Common Core Standards focused and adopting Moving Beyond the Page.
- Homeschool parents may choose to use one of Springs' developed comprehensive K-8 lesson plans, called boxed sets. Classroom instruction includes hands-on, project based learning and allows student choice in methods for learning, as well as outcomes that have real world application.
- SCS offer online subscriptions for families to use (Discovery Education, Brain Pop, etc.), as supplemental teaching resources, as well as several different online curriculum for students to use (Rosetta Stone, ST math, ALEKS, IXL, etc.). Students also participate in online benchmark and diagnostic assessments such as i-Ready, I CAN tests, and classroom created assessments and projects.

Comment on the current and/or planned processes for curricular review and evaluation processes, including graduation requirement, credits, grading policies, and homework policy.

At the K-8 level, academy teachers and Homeschool ESs review student work to verify mastery and appropriate progress on Key Skills/ICANs. Each I CAN has a corresponding proficiency scales that details what students are able to do at each level of mastery:

Level 1: The student needs help to understand the concept

Level 2: The student can independently use vocabulary and perform basic processes/computation

Level 3: The student can apply the concept to situations discussed in class

Level 4: The student can extend the concept beyond what was taught.

Explain the current process for articulation with both feeder schools and local colleges and universities and technical schools.

The Springs network has articulation agreements with Mira Costa College in San Diego County. Upon enrollment of high school students, the school counselor will offer academic advisement and will encourage qualifying 11th and 12th grade students to complete concurrent enrollment classes at local junior colleges, once enrolled.

Append a list of each of the classes offered under such major headings as English, technology, mathematics, science, social science, music, art, physical education, special career-oriented classes, etc. If there are other areas, create appropriate headings or list them under "other classes."

The Springs Charter Schools network has a wide range of courses approved as a-g, and Pacific Springs will be added to the umbrella approval once high school students enroll. The Springs Master Course List is on pages 54-58 of the High School Handbook (see evidence list).

List the courses for which there is a written comprehensive and sequential documented curriculum.

Within the Springs network of schools, all high school core course descriptions include curriculum options. Pacific Springs will be included in this when the school enrolled high school students within the Homeschool program.

List the graduation requirements of the school, if applicable.

In preparation for enrolling high school students, the Governing Board adopted the following minimum graduation requirements for a high school diploma. The school counselor will work with each high school student and advises the UC/CSU minimum requirements for admissions in order for the each student to have to most post-graduation opportunities.

English – 4 years (40 units)	Physical Education – 2 years (20 units)
World History – 1 year (10 units)	Health – 1 semester (5 units)
US History – 1 year (10 units)	Life Skill – (25 units)
Economics – 1 semester (5 units)	*Foreign Language, Visual/Performing Art, or CTE –
American Government – 1 semester (5 units)	1 year (10 units)
**Mathematics – 3 years (30 units)	Special Interests – (30-50 units)
Physical/Earth Science – 1 year (10 units with lab)	State-required assessments
Biological/Life Science – 1 year (10 units with lab)	230 total units

*** Math requirement includes at least one year of algebra content.*

**The Visual Performing Art and/or Foreign Language and/or CTE course requirements must be met by a full year course (10 units of the same course).*

Briefly describe the post-graduation plans of the school's graduating class, if applicable.

At this time, no high school students are enrolled.

B1 Rigorous & Relevant Curriculum***Additional Supporting Evidence and Documentation:***

- K-8 Curriculum Boxed Sets
- [High School Handbook](#) prepared for enrollment of high school students

Achievements:

- Content alignment to CCSS
- College & career readiness
- Benchmarks aligned to CCSS

Areas for Improvement:

- Expand curriculum support to ELA, including EL and students with disability subgroups
- Increase choice options for all school-created curricula
- Embed listening skills into all ELA curriculum
- Create Career Exploration curriculum for grades 6-8
- Develop and implement Career Exploration scope & sequence for grade 6-8

B2. Access to Curriculum Criterion: All students have equal access to the school’s entire program and are provided assistance with a personal learning plan to meet the requirements of graduation and are prepared for the pursuit of their academic, personal, and career goals.

Explain how the school provides for career exploration, preparation for postsecondary education, and pre-technical training for all students.

School counselors give classroom presentations and host parent workshops in the spring to discuss the transition to high school. Presentations include explanation of a four-year plan, graduation requirements, post-graduation goals, course rigor, and tips for success.

The Springs network of schools provides many opportunities for career exploration and pre-technical training. As soon as any high school student enroll in Pacific Springs, they will have access to the same resources, including integrated curriculum, online CTE classes, career pathways, and internships. Board approved graduation requirements reflect the schools’ mission by aligning with CSU and UC freshman admissions requirements and including life skills requirements, which can be met through online CTE courses. All high school core courses are rigorous “a-g” level courses, under the Springs umbrella course approval. Students will have additional options to take community college courses for college and career readiness through concurrent enrollment.

Evaluate students’ access to a rigorous, relevant, and coherent curriculum across all programs. Comment on the extent to which the instructional practices facilitate access and success for all students.

K-8 students who would like to participate in Homeschool enrichment workshops also experience this.

Explain the degree to which parents, students, and staff collaborate in developing, monitoring and changing a student’s personal learning plan.

Teachers, parents, and students meet regularly to set learning goals and track outcomes for each student. Progress is monitored, and goals are readjusted at individual learning plan meetings.

In Homeschool, this occurs no less than once every twenty school days throughout the school year. For families new to homeschooling, ESs provide additional communication and face-to-face meetings in the first three months of enrollment to ensure that the family is adequately supported.

Comment on the effectiveness of the strategies and programs to facilitate transitions to college, career, and other postsecondary options.

School counselors meet with students annually and as needed to track progress on the student’s four-year plan. Counselors provide support for post-graduation preparedness in multiple ways: college application workshops, common app support, letters of recommendations, financial aid workshops, etc.

Comment on the degree to which the school ensures that all students have access to a rigorous and relevant curriculum that includes real world applications that will prepare them for success in college, career, and life.

All Springs students have access to a rigorous, standards-based curriculum and a wide range of opportunities to explore real world applications, including a range of career and educational options. Rigorous standards-based classes prepare students for high school and the future.

Evaluate the effectiveness of the academic, college- and career-readiness support programs to ensure all students are meeting the graduation requirements.

The school's Guidance Department is an integral part of ensuring that students have access to all programs, resources, and services, and are enrolled in an appropriate level of courses, as well as courses that assist the student in attaining future goals. School counselors advise parents and students of additional academic resources within the community. These procedures and partnerships with guidance support the academic success for all students, including those in our subgroups (i.e.; economically disadvantaged).

B2 Access to Curriculum

Supporting Evidence and Documentation:

- [College & Career Resources](#) on Springscs.org
- Math Placement Test
- 8th Grade Transition Workshops

Achievements:

- Learning plans – students involved in creating goals and plans
- Diversity of options with accountability structures throughout
- Support from school counselor

Areas for Improvement:

- Increase instructional support and services for students who are placed on an alternate curriculum as part of the IEP process

Category C

Standards-based Student Learning: Instruction

C1. Challenging and Relevant Learning Experiences Criterion: To achieve the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes, all students are involved in challenging learning experiences.

Comment on the degree to which all students are involved in challenging and relevant learning to achieve the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes.

Instruction is delivered through a variety of methods, including online, direct instruction in the classroom setting, home, and community based learning. Parents, students, and teachers work collaboratively on creating personalized learning plans and student goal setting to achieve the academic standards for all students. Each Homeschool ES spends time with students and parents, analyzes student performance results, and meets monthly to review student work. These ongoing opportunities allow the ES to provide relevant feedback to students and parents and help students focus on working towards mastery of academic standards. In the academy setting, teachers, students, and parents form Individualized Learning Plans (quarterly) based on diagnostic information and performance in the class. Students are given the freedom to direct their learning path through choice, passion, and interest driven projects.

SCS teachers modify lessons and assignments to ensure that each student is appropriately challenged, or the additional assistance required in order to foster academic success, love of learning, mastery of academic standards, and college/career-readiness is in place. SCS students explore and are expected to master required core subjects: language arts, mathematics, science and social studies. Instruction is focused on 1) building a solid foundation in reading, writing and mathematics, 2) developing lifelong learning and analytical skills, and 3) encouraging exploration, critical thinking, and problem-solving.

English Learner (EL) students receive a variety of text and online instructional options to facilitate their English development. An EL coordinator is assigned to oversee the program, review performance data, and provide coaching and training to teachers on evidenced based pedagogy that is aligned to English Language Development Standards.

A tiered intervention program (RTI/MTSS) is in place for students who are not demonstrating adequate progress. Students are identified for Tier II placement and progress monitoring based on multiple criteria and by a multidisciplinary team. Student intervention through the Tier II process includes both academic and behavior supports. Progress is monitored at regularly set intervals, and referrals for additional assessments and evaluations for specialized services are made. Program based coordinators are assigned to assist teachers with identification, implementation, and measuring student progress and effective intervention supports.

Students with IEPs receive specialized services at the Student Center from Springs staff members. Special Education services help support all students with IEPs in meeting graduation requirements. Students with IEPs are enrolled in the same course of study as general education students unless the student's IEP dictates otherwise. Special education providers write standards-based goals to ensure complete access to the general education curriculum. School counselors participate in IEP meetings and carefully explain requirements for graduation, college, and career.

Comment on the extent to which students understand the standards and the level of performance expected to demonstrate their knowledge.

Students are informed about expectations during instruction and learning plan or goal setting meetings.

SCS uses numerous methods of communicating expectations to students: Student Agreements, Course Descriptions, school and program handbooks, as well as other written expectations that are program specific. These documents provide detailed expectations and policies, including attendance requirements, graduation requirements, and grading scales.

K-8 I CANs (Key Skills) are foundational, common core-based math and language arts skills written in student friendly language. The I CAN program encourages students to set educational goals and create plans to achieve those goals. These skills and goals are supported by the Homeschool ES or academy teacher. Each student has his/her own I CAN folder that the teacher or ES will use to help set goals with the parent and student. Additionally, each student is given an I CAN Mastery Tracker to record, track and monitor their progress. Students track their progress on an individual tracking form they keep in their folders. They write down the grade they earned on a quiz, and if they didn't pass they write down their next steps toward mastery. Once they have shown they have taken steps to accomplish their goal, they may retake the quiz. At the beginning of each personalized learning path, the standard and the I CAN statement is clearly available. In some classes teachers and students discuss what skills may be needed in order to master the standard and which new skills the students may be learning. Students will then complete a "Personalized Learning Goal" to go with the standard. This process is an integral part of the Springs culture, and parents and students are very familiar with expectations and supports.

College and career readiness is fostered through a variety of curriculum choices that are aligned to CSU/UC freshman admissions, career readiness standards, college articulation agreements, and Graduate Learner Outcomes. Students are able to participate in online seminars with single-subject specialists, onsite courses with larger interactive groups of students, or additional opportunities including local co-op groups, venter classes, or participation in community college courses. Online seminars allow students to participate in group discussions with teachers and peers. In addition 9th and 10th grade students receive weekly feedback from a single-subject specialist on their progress toward mastering each I CAN. Single subject specialists have included video explanations for each mastery assignment detailing the level of rigor required for mastery. A variety of instructional tools are available for teachers to utilize in creating engaging learning environments.

Explain how effectively instructional staff members differentiate instruction in order to address student differences in learning modalities, cognitive ability and life experiences that impact student learning. Comment on how the integration of multimedia and technology instructional strategies is used.

Teachers and staff get to know their students well through the Personalized Learning approach.

Depending on the program that the student attends, teachers are able to observe students in either the classroom or home setting. This ongoing interaction with each student is essential to the personalized learning process, which seeks to engage each student in planning, assessing, and understanding the valuable role of the education process. SCS teachers and education specialists work directly with a "team" that includes both the student and parent, along with additional support staff/specialists, to review student achievement levels and develop an individualized learning plan that ensures both mastery of content standards and high levels of student engagement.

Teachers and staff use a variety of methods to connect with students and to tailor instruction to the individual student. Staff members use a variety of methods to differentiate and personalize instruction for all students. Some of the ways this is demonstrated are:

- Individual student Learning Plans are created for all students. Homeschool ESs assist families in providing instruction geared to student interest and learning styles.
- Kaleidoscope learning inventories provided to Homeschool families to determine student learning styles and parent teaching style.
- i-Ready is used throughout the academy programs and is highly recommended for parents to use in Homeschool. Because it is a computer adaptive program, it assists in providing targeted differentiated instruction based on student needs. Because it provides instruction, it also serves as a tool for differentiating in addition to monitoring student growth.
- Academy usage of online math technologies include ST Math for I CAN Math standards based instruction.
- Canvas course management systems are used for online coursework and provide students with access to syllabus and lessons as well as allowing for interactive thread responses and uploading course documents/assignments.
- Additional online subscriptions provide Homeschool families with options to enhance personalized learning. Each online learning option is selected to further engage students in the learning experience and to provide additional depth, rigor, and interest in topics being taught.
- ESs provide in-service lessons to Homeschool families that identify online learning options, and resources to complement and enhance instruction and increase use of technology.
- Students are encouraged to complete projects using multimedia options such as video, PowerPoint, and Prezi.
- Utilization of multimedia options are included in student learning/lesson plans.
- Milestone assessments are administered online in Illuminate.
- Student curriculum orders are based on a collaborative decision between the ES and the parent and in alignment with each student's individual learning plan.

All Homeschool students receive a Chromebook to help assist families in developing their technological awareness and skills. Academy students have access to computers within the classroom setting. This has given students opportunities to become familiar with technology as needed. Students in grades K-8 have the opportunity to take computer science and other enrichment classes at the learning center. Classes also offer the opportunity to take milestone tests at the learning center. This provides Homeschool students with a classroom based learning and testing environment and enhances their technology skills.

C1 Instruction: challenging & Relevant Experiences

Supporting Evidence and Documentation:

- Student Learning Plans
- Teachers lesson plans
- Canvas courses
- MTSS Handbook (Appendix D)
- Kaleidoscope learning inventories
- [Homeschool enrichment computer science class](#)

Achievements:

- Instructional design provides opportunities for students to engage in new technology and develop 21st century skills.
- Teaching and curriculum development by credentialed teachers.

Areas for Improvement:

- Consistent implementation of differentiated learning and personalized learning plans at the academy.
- Develop additional support materials for staff and parent use of online instruction.

C2. Student Engagement Criterion: All teachers use a variety of strategies and resources, including technology and experiences beyond the textbook and the classroom that actively engage students, emphasize higher order thinking skills, and help them succeed at high levels for college, career, and life.

Comment on the degree to which teachers keep current in the instructional content taught and research-based instructional methodology, including the use of multimedia and other technology.

Teachers effectively use a variety of strategies in the delivery of the curriculum that enhances student engagement, including multimedia and other technology. Teachers have access to the following online programs: i-Ready, ST math, Raz-kids, Starfall, and Brainpop Jr, and for science and social studies topics. Homeschool boxed set curriculum lesson plans incorporate the use of Reading A-Z, BrainPOP and BrainPOP Jr., Discovery Education videos, etc. into the weekly instructional planning. Online assessments in i-Ready and Illuminate are used consistently for benchmark assessments, and online i-Ready assignments are used for catch-up planning. I CAN e-Booklets provide support in accessing and mastering the grade level standards.

Comment on the extent to which teachers use coaching strategies to facilitate learning for all students.

The teachers and parents follow a pacing guide that incorporates meaningful tasks, projects, self-evaluation and opportunities for demonstration of mastery for all standards. Teachers provide the opportunity for students to learn via inquiry and discussion, acting as a coach and facilitator rather than a lecturer. Students self-monitor their progress, using their identified learning strategies to move deeper into each concept.

Students and parents work with their teachers and education specialists to track their grade level mastery through the use of I CAN/Key Skills folders. The mastery of I CAN's for Math and ELA is recorded on I CAN folders (state standards and grade level expectations are emphasized) (see *Appendix C*). The I CAN folders also instill a great sense of ownership in the students' ability to track their own learning. Students are able to discuss their learning through the use of the schoolwide Power Tools and should be able to reference these tools along with their grade level I CANs when they discuss their learning path. Communication between the student, parent, and staff is conducted by conference, email, telephone, and the online grading system. Students are required to complete math projects for which there are several method choices. Learning projects are related to the topic being covered in class. Depending on the project, students will be required to make charts, graphs, collect data, and do internet research. Students are encouraged to use online programs as resources and are given rubrics for grading ahead of time so that they clearly understand the expectations for the project. Students are also given time in class and at home to work on ST Math and i-Ready. These online programs can be utilized below, at, or above the student's grade level so that their personal learning levels are addressed. The pace of these programs is also structured so that the student can move through the syllabus at their preferred speed, ensuring a deeper level of conceptualization.

At the academy, each student receives a personalized Learning Plan with individual goals based on their current levels and areas of interest. Teachers work as facilitators to guide their students through their personalized learning paths. Direct instruction is held to a minimum amount of time allowing more time in the classroom to be focused on mastery of personal goals and grade level material. In arranging classes this way, the student is able to work at their own pace while attempting mastery. They are also able to practice their skills with activities that reach all of the learning modalities and offer variance in method. It is this practice of teaching that allows for all students to demonstrate growth from their own personal learning level.

Explain how students demonstrate that they can apply acquired knowledge at higher cognitive levels to extend learning opportunities.

In the SCS programs, students have many opportunities to apply their knowledge. Examples are present throughout the program and across different content areas.

- Teachers and students work together to create Personalized Learning Plans that focus on both the learner's academic needs as well as their passion and interests. By including students in the process of goal creation, they are equally invested in their success.
- Students have the option to practice the appropriate grade level content in e-books. Each e-book has been formulated with a wide variety of practice skills to help the students master each of the grade level content standard areas.
- Students can track their mastery of each standard in their I CAN Folders for math and ELA (see Appendix C).
- In the I CAN Math classes, students have the opportunity to choose a learning path based on their identified learning style. Through inquiry activities, students can explore new math concepts by asking questions first, building on prior knowledge and then collaborating with their peers to work toward understanding.
- In history, students work to create passion projects that meet the guidelines/theme for National History Day projects. Making sure to meet required expectations while being given the freedom to explore interests of their own is another example of true knowledge application.
- Students have the opportunity to work individually or collaboratively in both the National History Day and Science Fair competitions.
- Student work samples provide teachers with the necessary data to improve/add to their instruction where they see students struggling. Portfolios, discussion, questions, assessments (quick checks, quizzes, tests), and constant revision of student learner goals allow students to apply their knowledge of the curriculum in a real time, real world way.

The use of technology is necessary in providing instruction that moves beyond the traditional classroom setting. Students utilize technology in order to achieve academic standards at all grade levels. Students submit work generated with various software programs and websites including, but not limited to, the Microsoft Office Suite, Adobe Connect, Google Slides, Power Point, Prezi, Google Spreadsheets, Microsoft Excel, MovieMaker, YouTube, webcams, Canvas, Khan Academy, Brain POP, Math XL, ST Math, Reading A-Z and Raz Kids, Illuminate, and i-Ready, and I CAN e-books. Students utilize multimedia videos embedded in Canvas course management systems, as age appropriate. Teachers utilize technology to advance student understanding of the content by embedding videos to extend the lesson. Both the Canvas and MathXL programs provide real-time feedback and grading while providing the opportunity to learn how to input answers electronically. Elementary age students practice mastery of their math standards through the use of online programs (ST Math, I-Ready, I CAN e-books).

Explain how students demonstrate higher level thinking and problem solving skills in a variety of instructional settings.

Students have opportunities to participate in a variety of specialized events including science fair, history day, inspired learner expo, writing, reading, and math extravaganzas to explore and demonstrate knowledge.

Students participating in learning center classes have yet another way to practice and perform mastered skills and knowledge through a variety of courses.

Students in Homeschool collaborate with their ES to create interest based projects and studies. Learning may be accelerated and depth is easily adjusted in a 1:1 setting with parent teacher.

Comment on how the school uses a variety of materials and resources and how this is demonstrated through student work and their engagement in learning.

Whenever possible, teachers integrate hands-on, personalized, and student-driven learning strategies to increase student engagement and enhance the relevancy of the learning process. School administration and teachers continue to seek out professional development in order to successfully provide students a personalized learning experience.

The school has a wealth of instructional resources to provide learning experiences beyond the text-book. Examples are:

- Homeschool multi-age thematic units: Detective Daring & Going for the Gold (Canvas course)
- 3rd-8th grade Homeschool literature bundles (fiction book study with content connections) (Canvas course)
- Science performance tasks
- Multi-age cross curricular units K-8th grade
- Homeschool writing course (Canvas)
- I CAN e-books (links to 'the best of the web' in mastery learning)
- Discovery Education (online portal for video streaming, lesson plans, units, and library including original source documents, images, speeches, and art pieces.)
- Enchanted Learning
- Brain Pop & Brain Pop Jr.
- ST Math (visual math program in grades kindergarten through Math II)

- I-Ready (ELA and math adaptive diagnostic and instructional curriculum)
- Homeschool Enrichment classes

Explain the degree to which students have access to and are engaged in career preparation activities.

The school offers a variety of opportunities for students to engage in real world activities that connect them to their learning. Some examples include:

- All grade levels have access to a variety of field trips designed to enrich the students' learning experience when beginning a unit, culminating a unit, or celebrating a learning achievement. The field trips also allow the student to connect to their learning goals in a real world manner.
- Guest speakers are often invited into the classrooms to present students with relevant information to a multitude of learning goals. They provide hands-on learning experiences necessary to increase the depth of knowledge.

C2 Instruction: Student Engagement

Supporting Evidence and Documentation:

- [I CAN Student Handbook](#)
- I CAN folders (Appendix C)
- I CAN e-booklets
- Mastery Tracker
- Student Learning Plans
- [Homeschool Enrichment schedule](#)

Achievements:

- Students have access to a number of supplemental programs, electives, and supports to ensure student academic success.

Areas for Improvement:

- Increase use of ST Math and i-Ready personalized instruction.
- Continue the effort to refine K-12 mastery grading system with common tools, tracking multiple attempts at mastery.

Category D

Standards-based Student Learning: Assessment and Accountability

D1. Using Assessment to Analyze Monitoring and Report Student Progress *Criterion:* The school uses a professionally acceptable assessment process to collect, disaggregate, analyze and report student performance data to the school staff, students, parents and other stakeholders.

Comment on the effectiveness of the school's assessment processes that include data from external and internal sources. Include the school's system to monitor individual students.

Springs uses accepted standardized assessments including CAASPP and ELPAC, and Common Core based assessment tools such as i-Ready Diagnostic, i-Ready Standards Mastery and Illuminate. An effective process for testing all students, collecting and disaggregating data, and reporting it out to all stakeholders has been established. All teachers are provided with an assessment calendar each year as a guide to plan and implement these assessments school-wide. The disaggregated data is analyzed by administrators as well as teachers through the Professional Learning Community process. Through this process instructional action items are developed, implemented and assessed for effectiveness. Development of the Assessment Department improved the quality of trainings as well as the timeliness, relevance, and dissemination methods of reports. Results are disaggregated by program, teacher, demographic subgroup, and/or grade level. Other reports considered are surrounding school comparison reports, longitudinal reports based by cohort and data review of the impact of instructional programs.

Evaluate the current processes that inform appropriate stakeholders about student achievement, including parents and the school community.

CAASPP and ELPAC results are communicated and explained to directors, principals, senior staff, teachers, and ESs through training videos, shared resources, staff development, and email. Results are also sent directly to parents via mail along with instructions on interpreting the data. Academy teachers hold goal setting meetings with parents and students to review results and set personalized goals. ESs review results with parents and students at Learning Plan meetings.

ELPAC and ELD data and analysis processes are explained in a detailed master plan, which is posted on the Assessment Canvas course and sent to all teachers/ESs who work with identified English Learners. PLC Data Days assure that educators are reviewing student data in order to recognize trends and guide instruction. Milestone data is analyzed and disaggregated by grade level and teacher groups at data days. Trainings have been developed on interpreting and using our various reports. Schoolwide data is disaggregated to analyze trends, strengths, and weaknesses.

Explain the impact and effectiveness of the basis for which students' grades, their growth, and performance levels are determined.

The school uses valid standards-based assessments to accurately measure student progress and growth. At lower grades this progress is typically quantified by standard as 1) student needs help to work with the content, 2) student can independently use vocabulary and basic concepts/procedures 3) student mastered at the application level 4) student is able to apply content beyond what was taught. The school also uses I CAN folders and report cards so parents can easily see how their students are progressing. These report cards are hard copy and can follow the student from teacher to teacher.

At the individual level, students progress towards graduate learner outcomes and academic standards, which are monitored through Milestones, i-Ready, and I CAN Report Cards. Milestones for grades 3-8 are completed in i-Ready.

School counselors use OASIS reports, CALPADs, and Data Quest to track data and determine targeted areas of student need. College and career readiness includes EAP/CAASPP proficiency, “a-g” course sequence completion, cohort graduation rate, SAT/ACT scores, CTE course enrollment, college course completion, CTE pathway participation and completion rates, and the College & Career Indicator on the the CDE Dashboard. Segregated Springs Charter Schools college and career readiness data is reported to the superintendent and school boards annually; Pacific Springs will be added to this reporting process as the high school enrollment grows.

D1 Assessment: Analyze/Monitor/Report Student Progress

Supporting Evidence and Documentation:

- ELD Canvas Course
- ELD Master Plan
- CAASPP result reports to Principals and ESs
- iReady
- Milestones
- Parent CAASPP results mailer with instructions
- [TK- 2nd Assessment Calendar](#)
- [3rd-12th Assessment Calendar](#)

Achievements:

- Use of multiple measures to track and gather data on both growth and mastery
- Easy access to assessment data, including Illuminate, online data, and CAASPP

Areas for Improvement:

- In order to improve CAASPP and EAP proficiency for all subgroups, administrators and site leaders will continue to work with staff on how to analyze and own their specific data to inform instruction in a meaningful and purposeful way. Use disaggregated student data, including subgroups, to identify performance patterns and needs.

D2. Using Assessment to Monitor and Modify Learning in the Classroom *Criterion:* Teachers employ a variety of appropriate formative and summative assessment strategies to evaluate student learning. Students and teachers use these findings to modify the learning/teaching practices to improve student learning.

Comment on the effectiveness and frequency of the application of appropriate assessment strategies used by classroom teachers to monitor student acquisition of the programmatic goals and academic standards.

Based on the program goals and standards, Springs has a systematic way of sharing disaggregated assessment data with teachers, which in turn allows teachers to effectively monitor and evaluate student progress. This ongoing process allows teachers and other stakeholders to make informed, instructional decisions through continued network-wide collaboration. Both homeschool and academy teachers utilize data from CAASPP, Illuminate and iReady assessments to determine areas of student achievement/progress and need.

Scheduled PLC Data Days assure that educators are reviewing student data in order to recognize trends and guide instruction. Milestone data is analyzed and disaggregated by grade level and teacher groups at data days. Trainings have been developed on interpreting and using our various reports.

Comment on the effectiveness of how professional staff use formative and summative classroom assessments to guide, modify, and adjust instruction.

Teachers also utilize a wide variety of formative and summative assessments that report both quantitative and qualitative data in order to determine content or concept mastery, make informed lesson plan revisions, and meet the needs of a diverse student population. For example, teachers use online programs like i-Ready, MathXL, IXL, and ST Math in order to gather baseline data on students to create personalized goal-setting and instructional plans. Teachers also use classroom assignments, tests and quizzes, projects, performance tasks, collaborative learning activities along with personalized-instruction models to obtain more formative data on students. The formative data is then used to assist teachers in preparing students for the summative and/or standardized assessments. Summative assessments, like quarterly milestone assessments, allow teachers to collect on-going data and analyze trends and patterns. Teachers also rely on student self-assessments, multiple intelligence surveys, and learner profiles to check for understanding and determining areas of need. Through constant data collection and analysis, teachers, students, and parents work together and are able to create schoolwide, classroom, and individual SMART goals.

Explain how student work and other assessments demonstrate student achievement of the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes.

The school provides a multitude of diverse curricula and ways to assess student progress towards optimal learning and personalization. Teachers provide a variety of ways to show content-mastery, which in turn allows students to submit work that not only aligns with curriculum standards, but is of interest to them and can meet their learner profile/style needs. Within the classroom or Homeschool environments, teachers are able to implement strategies like the daily 5 or daily 3, project-based learning, inquiry-based learning, interactive notebooks, field trip activities and assignments, and more. The coursework provided within these practices allows students to grasp key skills and concepts of the curriculum standards and offers an opportunity to apply it to the world around them.

Comment on the extent to which teachers engage in dialogue with students for the purpose of determining the degree to which learning experiences are relevant, assessable, and understood in preparing them for college, career, and life.

Springs network-level, single-subject specialists collaborate with teaching staff to align the I CANs and Common Core State Standards in a way that allows for optimal scaffolding, personalization, and cross-curricular alignment. As an extension of this, pacing guides are created for all grades to ensure that standards are being addressed in a systematic way to give students access to grade-level content, key skills, and academic vocabulary. As a result of spending a large amount of time in reorganizing the pacing guides and breaking down the standards, the Springs curriculum-embedded assessments have undergone a tremendous change in order to appropriately align with the content-standards being taught to students. The school continues to work on alignment of a variety of curriculum to new California State Standards. The mastery quizzes are a great resource for teachers, parents, and students to assess areas of strength and weakness.

D2 Assessment: Learning in the Classroom

Supporting Evidence and Documentation:

- Annual Program Reviews
- Board meeting agendas
- CAASPP reports
- Canvas gradebook
- Data day reports
- ELD Master Plan
- Program SMART goals (in Program Review Report)

Achievements:

- Use of assessment data to drive instruction and personalize learning for every student

Areas for Improvement:

- Continue to provide professional development for teachers to train on developing common assessments.
- Provide focused professional development to principals, parents, and teachers to continue to refine personalized learner curriculum. Professional development topics should include:
 - Develop horizontally aligned common assessments
 - Strategies to interpret data to guide curriculum
 - CCSS-aligned teaching practices and strategies for all content areas
 - Continue collaboration opportunities for school administrators

D3. Using Assessment to Monitor and Modify the Program Schoolwide Criterion: The school, with the support of the district and community, has an assessment and monitoring system to determine student progress toward achievement of the academic standards, the college- and career-readiness standards, and the schoolwide learner outcomes. The system drives the school's program to continually improve and to allocate resources to effectively meet student needs.

Comment on the effectiveness of how the entire school examines and analyzes standards-based curriculum-embedded as well as other standardized assessments.

The charter uses a variety of ways to examine and analyze curriculum and assessments. Through the analysis of benchmark exams, final exams, i-Ready, I CAN/Key Skills, Illuminate, CAASPP, ELPAC, and other assessments, teacher and administrators complete "data digs" where they look at each student holistically to ensure academic achievement. Based on the findings, a student's personalized learning plan may be revised.

Charter, grade level, teacher level, and significant subgroup data is calculated and analyzed by all stakeholders in a variety of ways. Some examples include:

- The Assessment Department calculates and presents numerous reports to leadership staff on all state-mandated assessments, often with specific reports based on areas of need
- The Personalized Learning Department computes data on i-Ready and Illuminate assessments by charter, program, teacher, and individual student to analyze program effectiveness
- An annual report is also presented to the Board and public showing assessment results, areas of success and needs analysis
- The charter will also present assessment results to the authorizer in an annual report

Explain how the school uses schoolwide assessment results to make changes in the school program, professional development activities and resource allocations.

Springs Charter Schools have been proactive in evaluating current schoolwide and program-based data and ensuring that adequate resources are allocated through a well-defined budgetary process and in collaboration with each program's leadership staff. There are both network-wide and program specific staff development opportunities, including attendance at professional conferences. The Education Department and instructional support staff plan teacher PLC meetings that focus on student achievement data analysis, personalized learning, and the process for using data to revise lessons. Through the LCAP process, yearly student achievement goals are determined, monitored, and reported to all stakeholders including each school board. LCAP goals include at least three staff development opportunities for each goal. The school boards also utilizes assessment data to determine policy decision-making and/or changes to current policies. All procedures, staff development opportunities, and resources will remain the same, now under Pacific Springs Charter.

Explain the current and future processes to assess its curriculum and instruction in relation to its evaluation processes.

Principals work closely with their school community to prepare an annual Program Review report that evaluates all current practices, reviews current and previous year's data, and outlines the site/program's mission along with communicating how the mission is being implemented, and establishes annual SMART goals. Program Review reports are submitted to senior administration and are shared at board meetings. Data collection, reporting, and analysis is evident throughout schoolwide reports; district, county, and state comparisons are included.

After reviewing the Program Review reports, site visits and classroom observations are conducted through the Academic Instructional Monitoring & Mentoring (AIMM) process. AIMM, a peer review and monitoring process, is designed to ensure consistency in the implementation of the mission, vision, and graduate learner outcomes throughout the school. The purpose of AIMM is to

1. Provide accountability oversight and mentoring to both instructional leadership and faculty in all programs
2. Meet requirements of the Every Student Succeeds Act (ESSA)

Comment on the impact of stakeholder involvement in assessing and monitoring student progress.

Springs Charter Schools' administration and staff ensure the ongoing involvement of stakeholders throughout the personalized learning process. Parents and students are involved with staff in the review of individual student data and ongoing revision of learning plans, student goals, and areas of needed support. Teachers, student intervention staff, and single-subject specialists analyze student assessment data through the PLC process and at staff meetings. Leadership staff, superintendent, and board members review assessment data to determine schoolwide achievement trends and areas of need.

Describe the school's security systems that maintain the integrity of the assessment process.

The school employs a high-qualified assessment department who are highly trained in all areas of the assessment process. The department receives training numerous times each year through a variety of workshops and conferences in order to ensure that all assessment practices are followed properly.

The assessment department presents trainings for all site coordinators and all staff who will be on site during assessment administrations each year. The trainings are specific based on that group of staff responsibilities during the assessment process. For example, site coordinators who are highly involved in administering the assessment for their program receive a full day of training while classified staff who are supporting credentialed teachers receive a partial day of training.

All protocols are strictly followed to ensure test consistency and optimum assessment environments.

D3 Assessment: Modifying the Program

Supporting Evidence and Documentation:

- Annual Program Review Reports
- AIMM evaluations

Achievements:

- Effective RTI/MTSS process to address student academic and behavior needs and personalize student interventions and progress monitoring.
- Effective data-driven decision making procedures

Areas for Improvement:

- Personalized Learning Plans and Daily Lesson Plans developed by educators need to consistently include data-driven, student-owned, personalized learning strategies, assignments, and assessments to engage students in deep learning of content and critical thinking that challenges, enriches, and scaffolds to meet all student needs, including English Learners, high achievers, and Special Education students.

Category E

School Culture and Support for Student Personal and Academic Growth

E1. Parental and Community Engagement Criterion: The school leadership employs a wide range of strategies to encourage family, business, industry, and community involvement, especially with the learning/teaching process.

Comment on the parent-teacher organization (or other community-based group) and its activities that connect the school with the larger community.

The Parent Teacher Association (PTA) supports the school in a variety of ways, including the student center's community events: Fall Festival and Family Fun Day. In addition to hosting these community events, the PTA offers teacher grants annually (funds to be used in the classroom), and partners with the student center for fundraising to provide student events and activities. Student events have included middle school dances, Mother's Day tea, and father/daughter dance. The PTA also provides a lunch for teacher appreciation week and is always looking for additional ways to support the school.

Indicate the school's use of community resources to support students through activities such as career days, business partnerships, speakers, and professional services.

Each program employs a variety of community, business, and industry opportunities to ensure a wide variety of options for student involvement beyond the classroom setting.

Otay Ranch Student Center

- Science/STEM Fair
- Student Council / Leadership
- Intermural flag football
- Anti-bullying classroom presentations and parent workshops

In Homeschool, hundreds of approved community vendors provide a wide variety of learning options for students that extend beyond the home setting. Vendors are vetted through the Administrative Operations Department and provide students with tutoring, core academic support, and enrichment options. Homeschool also offers a wide range of field trips and events throughout the school year for parents and students to engage:

- History Day
- Inspired Learner Expo & Talent Show
- Math Extravaganza
- Mobile Science Lab
- Reading Extravaganza
- Science & Engineering Fair
- Spelling Bee
- Springs Student Parent Regional Educational Events (SPREE) occur 5 times per year. Students fun, make it-take it, educational workshops for our K-8 students. Parents may choose from the following two workshops, "Creating a Culture of Habitudes" that also counts as the Renewal Course #4 for our Parent Certification Program., or "Right Writing: The Why and How of Teaching Writing".

- Writing Extravaganza
- Over 50 field trips are available to Homeschool students each year.

Comment on how the school educates and involves parents and community members in understanding the school's purpose, the schoolwide learner outcomes, and academic standards.

Homeschool parents are encouraged to participate in our Parent Certification Program and CSI. The Parent Certification Program is a professional development program designed to provide professional development and inspire parents to continue their own development as homeschool parent teachers (see appendix F).

The CSI Program (Critical Skills Investigation) is a on online course for parent teachers to take that instructs in best practices, strategies, and skills for teachers.

Academy parents are involved in a variety of ways including Back to School nights, Open House, Coffee with the Principal, personalized learning plan meetings, and all other school events.

All parents are made aware of the school's purpose, learner outcomes and standards during the enrollment process via a one-to-one meeting prior to the student attending.

Provide a description of the ways in which parents are involved with the school and are active partners in the learning process for their students.

Parents are actively engaged as evidenced through a wide variety of school sponsored options. Some examples include:

- Program administrators and staff work closely with parents to make sure they have the proper teaching tools to help each child be successful when completing learning tasks and assignments at home.
- Instructional support includes independent learner strategies, such as Power Tools, curriculum and pacing guides, online learning options, and parent training on the use of resources and aids that will maximize student achievement.
- Springs Parent Certification is a program offered to all Homeschool parents to support their ongoing improvement as home educators. Parent Certification workshops offer practical and effective teaching strategies.
- Springs SPREE (Student Parent Regional Educational Event) events are available to Homeschool parents regionally and provide parents with the opportunity to collaborate and interact with teachers and other parents as they share "best practices."
- Academy parents have access to workshops on a variety of topics, including how to use the online systems provided by the school and high school orientation for all 8th grade students.
- Many teachers have developed websites for students and parents to access resources used in the classroom and at home.
- I CAN standards materials are designed to be user-friendly for parents, students, and teachers.

Comment on how parents have access to school personnel regarding all concerns.

School personnel are readily available during business hours to address parent concerns, questions, and needs. All personnel respond to email daily. Homeschool ESs are available via a work cell phone; site and administrative staff are available via office phone.

The school website offers a live chat feature to help direct parents to the appropriate person/department if they are not sure where to find the information they need. The fully-staffed Springs IT department supports student accounts, Chromebooks, and technology issues on the IT Support Phone Line.

Describe how the school regularly communicates to parents and other stakeholders.

The school communicates with students, parents, and public stakeholders in a variety of ways.

Homeschool Families:

- I CAN Parent & Student Handbook for all families
- Homeschool ESs receive the weekly Monday Memo from administration to stay up to date on important events, resources, and reminders to share with their families. Because ESs are in close communication with families, we have found that parents are more responsive and involved in communication that comes directly from their ES, rather than mass communication that comes from administration.
- Families also receive direct emails to announce new offerings and events
- Annual surveys
- Monthly Learning Plan meetings
- Annual Ignite! Conference for parents

Academy Families:

- I CAN Parent & Student Handbook for all families
- School Messenger to send program reminders, notifications, and information via email and telephone recording
- Canvas gradebook is used as a communication tool for student progress
- Coffee with the Principal
- Annual surveys
- Learning Plan meetings
- Annual Ignite! Conference for parents

For Community Stakeholders:

- School website
- Monthly Springs News Bulletin
- Facebook

E1 Parent & Community Engagement

Supporting Evidence and Documentation:

- [Homeschool field trip schedule online](#)
- [Homeschool Parent Events](#)
- [Homeschool Student Events](#)
- Monthly [Springs News Bulletin](#)
- [School Website](#)
- Annual School Satisfaction Surveys
- [Parent Certification Program Information](#)
- [Homeschool Vendor List for San Diego County](#)

Achievements:

- The school (and support personnel) employs a detailed intake process for new families to ensure that each student is enrolled in the program that best meets the family's needs.

Areas for Improvement:

- Refine parent and student events based on feedback to ensure they are still worthwhile to all stakeholders

E2. School Environment Criterion: The school ensures that it is a) a safe, clean, and orderly place that nurtures learning and b) has a culture that is characterized by trust, professionalism, and high expectations for all students with a focus on continuous school improvement.

Explain the extent to which the school has implemented policies and committed resources to ensure a safe, clean, and orderly environment that nurtures learning.

The school maintains a culture of professionalism, respect, and a universal belief that all students can learn. All administration and student center facilities are clean, safe, and orderly. Staff are trained to respond to student and schoolwide emergencies, and there is adequate staffing to ensure student safety and supervision before, during, and after school.

The Student Center and Administration Office in Temecula are safe and secure, and staff are trained to address safety needs. Each facility has a Schoolwide Safety Plan, site safety captains, and specially trained campus security staff and administrators who supervise all areas of the campus during school operating hours. The Student Center conducts regularly scheduled emergency drills and follows all fire and safety code requirements. Emergency escape routes are posted, and emergency supplies are accessible.

All students, staff and community members are encouraged to utilize the We-Tip hotline (7 days/week, 24 hours/day) to report suspicious campus activity or crime information at 1-800-78-CRIME. The school facility is adequately maintained and offers a clean and orderly learning environment. Facility service requests are automated and prioritized to ensure that all site safety issues are addressed in a timely manner by the Springs Facilities Department.

Comment on the effectiveness of the school's practices and procedures for all aspects of student safety.

Student center and administration offices are equipped with AED machines, and staff are trained to use the equipment. The student center has a team of staff who are trained to address emergency health issues and distribute student medication. The school offers CPR and First Aid training certification through the American Heart Association. Additional safety related trainings are available throughout the year, such as: American Red Cross Disaster Preparedness Academy, American Red Cross DPRA (Disaster Preparedness & Recovery Alliance), Shooting Trauma Training through Townson Productions, CERT Training, FEMA Online Certification, and REMS Training (Readiness & Emergency Management for Schools). Safe Schools offers online training for all staff. Staff also receive crisis prevention and non-violent restraint training (materials through Crisis Prevention Institute - CPI), offered by the Springs Guidance Department.

Education specialists attend meetings in the family home and ensure that the student's learning environment has all necessary items to promote optimum learning. Parents are provided with a yearly parent handbook that communicates schoolwide policies, resources, and parent opportunities to participate in schoolwide events. New Homeschool parents participate in the Homeschool Prep online course to ensure that there is a clear understanding of the school's mission and graduate learner outcomes and to provide added support for families who are new to the Springs Homeschool program.

When students receive a Chromebook, parents and students are required to sign the technology agreement, which states the expected use of the computer and lists websites they should avoid. Videos that enhance learning are uploaded or links are provided in Canvas classes so students do not have to surf the web for additional instruction/extensions to learning.

Comment on the extent to which the school has created and supported an atmosphere of trust, caring, concern, and high expectations for students in an environment that honors individual differences through school programs, procedures, and policies.

Counselors complete 3 classroom presentations per class per semester to address social/emotional learning and bullying prevention. In addition, each site has at least 2 counseling small groups per site, which each run 6-8 weeks. Groups are identified through needs assessments for the local program. Some examples of small group counseling topics are social skills, emotional awareness, anger management, friendship, kindness, love languages, and conflict mediation.

Board Policy 5024.1 also addresses suicide prevention by establishing the Suicide Prevention Protocols. Protocols include strategies for suicide prevention, intervention, and post-intervention, and the identification of the mental health challenges frequently associated with suicidal thinking and behavior. Protocols are disseminated to school counselors, on-site administrators, and school psychologists to complete suicide assessments. In addition, all staff members who work with students are mandated to complete annual online suicide awareness and prevention training through Safe Schools.\

The school demonstrates caring, concern, and high expectations for students in an environment that honors individual differences and is conducive to learning. We embrace Restorative Practices and hold multiple staff trainings on this each year. Our goal is to discipline with respect and a focus on restoring broken relationships, helping students recognize behaviors and develop solutions focused on unity and relationship building. We also lead a yearly student seminar through Stand Up to Bullying on recognizing and preventing bullying, and being an upstander rather than a bystander. This year, we have implemented Habits of Mind as well, helping students recognize and develop good habits that will help them be intentional in how they acquire skills, knowledge, and develop problem solving strategies. Lastly, we are focusing this year on Responsive Classroom and training teachers to develop and maintain classroom procedures that link academics with social-emotional learning.

Comment on the quality and consistency of communication and collaboration between and among the school's leadership, staff, parents, students, and other stakeholders.

Staff have regular opportunities for collaboration and mentoring: PLC monthly meetings, weekly academy staff meetings, and general collaboration among staff and departments. Staff meetings are agenda-driven and include norms that are reviewed at the beginning of each meeting. These norms encourage respect and professionalism.

Collaboration between parents and staff is very successful and practiced with fidelity through formal monthly student Learning Plan meetings as well as informal meetings, such as Coffee with the Principal.

E2 School Environment

Supporting Evidence and Documentation:

- Emergency Response Plan
- Emergency Medical Training for Site Staff
- Safe School Mandated Trainings
- Crisis Prevention Institute (CPI) Non-Violent Crisis Prevention Training
- Student Technology Agreement

Achievements:

- School-wide safety programs and protocols are extremely well coordinated, articulated and implemented at all sites.

Areas for Improvement:

- The school needs to refine the plan for addressing student health issues in a non-classroom based setting.

E3. Personal and Academic Student Support Criterion: All students receive appropriate academic support and intervention to help ensure school, college, and career success. Students with special talents and/or needs have access to a system of personal support services, activities, and opportunities at the school. These are enhanced by business, industry, and the community.

Explain the availability and effectiveness of academic and personal support services, including referral services, to support students in such areas as physical and mental health and career, academic, and personal counseling.

Springs Charter School offers a comprehensive system of support services that is focused on ensuring student success in a non-classroom based, independent study setting. Academic, social, emotional, mental health, and a multi-tiered system of intervention are administered through a coordinated system of highly qualified staff. Student learning is supported through the student's individualized learning plan and goal setting process. The school has an effective multi-tiered student support process through the RTI/MTSS program. RTI/MTSS functions are clearly described in the school's RTI Handbook (appendix D). Students are identified for RTI Tier II intervention, additional supports, and progress monitoring through teacher and staff evaluation of informal and formal student assessments.

The Special Education Department provides a full continuum of services. There is a high degree of staff collaboration between general and special education staff as the IEP team works closely together to develop a personalized learning program. Teachers and case managers collaborate and support one another in developing a rigorous and relevant education program and ensuring that all students have equal access to college and career readiness.

The Guidance Department includes school counselors and support staff. Each school counselor is assigned to TK-12 grade students. There is a consistent referral process to ensure that all students have access to school counseling services. Counselors provide a variety of student related services, including academic advisement, program placement, social and emotional counseling, and college and career planning. School counselors provide scheduled year-end meetings with 8th grade students and parents, helping to prepare their schedules for college prep coursework and career readiness.

The school has an identified 504 Coordinator and clearly developed process to address the needs of students who qualify for a 504 Plan under the American Disabilities Act. 504 Plans are written by a multi-disciplinary team.

Springs employs a full-time school nurse who provides a variety of services, including vision, hearing and scoliosis screening, site emergency team certification, diabetes and other medication management oversight, consultation to school administrators on a variety of health related issues, and support, training, and guidance to parents, students, and staff.

Comment on the effectiveness of the types of strategies used by the school leadership and staff to develop and implement personalized approaches to learning and alternative instructional options which allow access to and progress in the rigorous standards-based curriculum.

Families who are new to Springs Charter Schools received support throughout the enrollment process so that parents feel comfortable choosing the program that will provide an optimum learning

environment for their student. Site staff conduct campus tours and talk with parents about program expectations and requirements prior to enrolling. Parent Support staff respond to calls, emails, and website live chat inquiries from interested families. Intake staff assists enrolling families in selecting the best program within the charter school network. Intake staff provides academic advisement and places students in courses designed for college and career readiness. Families who are new to homeschooling are placed in our Homeschool Prep online course to receive additional support and parent training during their first months of enrollment in the homeschooling program. The parents are awarded electronic badges as they move through the modules.

Personalized learning is foundational to the school in all programs, for all students. Once enrolled, student experience personalized learning in both academy and Homeschool settings.

Explain how the school leadership and staff ensure that student learning needs are accurately identified in a timely manner and the appropriate support and intervention services are provided to enable access to the academic standards and schoolwide learner outcomes for all students.

School staff abide strictly by compliance timelines and best practices. Multidisciplinary teams are established in both programs to quickly and efficiently address student needs as they arise. Administrative support staff (student records compliance technicians, special education compliance technicians, guidance technicians, and health technicians) verify timelines and documentation to ensure communication and accurate records throughout the process of parent request for support and Child Find referrals.

Explain how all students have access to a challenging, relevant, and coherent curriculum.

All curriculum is written by a credentialed teacher and/or single subject specialist. Each grade level and subject is specifically created to ensure it is challenging, relevant, coherent, and offers students choice in their learning.

All curriculum development is overseen by the Director of Instructional Support, who employs specialist in K-8 and all subject areas. Access to all course materials are available online.

Collaborating with their ES in the parent choice model allows for a variety of highly effective/relevant curriculum choices to be made on behalf of students. Homeschool has adopted and paced a challenging, literature based, high-interest curriculum choice that is available for students to choose and is strongly supported by staff.

Comment on the availability to and involvement of students in curricular and co-curricular activities that are linked to the academic standards and schoolwide learner outcomes.

The school hosts numerous academic student events throughout the school year: focused field trips, History Day, science/STEM fair, spelling bee, Inspired Learner expo, and math extravaganza.

E3 Personal and Academic Support

Supporting Evidence and Documentation:

- MTSS Handbook (Appendix D)
- Special Education Procedural Manual (Appendix E)
- [Student Vision & Hearing Screening Schedule](#)

Achievements:

- Each program implements a personalized curriculum for each student.

Areas for Improvement:

- Need more local student events in San Diego County
- Expand the MTSS data collection, interventions, and progress monitoring process to include non-academic support for students.

Part IV: Major Achievements & Needs

Major Achievements/Accomplishments: Provide a prioritized list of major achievements/accomplishments (within the past three years) of students, staff, and school.

- School-wide goals are aligned with the WASC action plan, LCAP goals, school mission, and graduate learner outcomes.
- Job descriptions, an employee handbook, salary schedule, and position control system are established.
- Stakeholders are actively involved in data-driven decision making.
- All new employees go through a comprehensive professional development program (Core Training), which includes Pupil Services Compliance.
- Professional Learning Communities regularly analyze data.
- Each program completes an annual program review data report and conducts AIMM classroom observations.
- The school has effective communications systems among all stakeholders.
- An effective and active board governs with cross-collaboration between schools.
- All network schools have consistencies of practice
 - I CAN standards (Key Skills)
 - Power Tools student learning strategies
 - Multiple Intelligences
 - iReady
 - Assessments
 - Graduate Learner Outcomes
- Courses are aligned to California State Standards.
- Benchmark assessments are based on Common Core Standards.
- Instructional design incorporates technology and develops 21st century skills.
- Curriculum is personalized.
- The school offers a variety of supplemental programs, electives, and supports.
- Multiple measures are used to track growth and mastery for each student.
- A detailed intake process is established for new families to ensure that each student is enrolled in the program that best meets the family's needs.
- Safety programs and protocols are practiced with fidelity.
- The MTSS process addresses student academic needs, utilizes student interventions, and monitors progress.
- School is prepared to enroll high school students.

Major School Needs: Provide a prioritized list of areas for improvement in relation to impact on student achievement.

- Provide professional development for principals, parents, and teachers to continue to develop and refine personalized learner curriculum aligned to CCSS.
- Provide professional development for leadership staff on LCAP transition, rubric, and strategies to address needs.
- Provide professional development for teachers to train on developing common assessments.
- Ensure that Personalized Learning Plans:
 - Challenge, enrich, and scaffold to meet all student needs.
 - Include English Learners, high achievers, and Special Education students.
- To improve CAASPP and EAP proficiency for all subgroups:
 - Train staff on how to analyze data to inform instruction in a meaningful and purposeful way.
 - Use disaggregated student data, including subgroups, to identify performance patterns and needs.
 - Include calibrating scoring of short answer responses in Math and English.
- Create a system or rubric to measure progress toward Graduate Learner Outcomes.
 - Refine process for measuring and monitoring progress on I CAN graduate learner outcomes; integrate into data collection, reporting, and analysis process as part of the ongoing student improvement process.

Name: Amy Podratz *Position:* Assistant Superintendent of Administrative Operations

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