



Office of School Design and Charter Partnerships
2013-2014

**ACHIEVEMENT FIRST ENDEAVOR CHARTER SCHOOL
ANNUAL COMPREHENSIVE REVIEW REPORT**

2013 – 2014 SCHOOL YEAR

Part 1: School Overview

School Information for the 2013-2014 School Year

Name of Charter School	Achievement First Endeavor Charter School
Board Chair(s)	Claire Robinson
School Leader(s)	Stephanie Blake (K-3), Tom Kaiser (5-8), Paul Adler (9-12)
Management Company (if applicable)	Achievement First
Other Partner(s)	N/A
District(s) of Location	NYC Community School Districts 13 and 17
Physical Address(es)	510 Waverly Avenue, Brooklyn 11238 (K-3, 5-8)
	1485 Pacific Street, Brooklyn 11216 (9-12)
Facility Owner(s)	DOE (both buildings are charter partnership buildings)

School Profile

- Achievement First Endeavor Charter School (AF Endeavor) is an elementary, middle, and high school, which served 849 students¹ in grades K-3, and 5-12 during the 2013-2014 school year. It opened in 2006-2007 and is under the terms of its second charter. The school's authorized full grade span is K-12 which it expects to reach in the 2014-2015 school year. The school is located in two non-DOE operated facilities in Brooklyn within Community School Districts (CSDs) 13 and 17.²
- AF Endeavor Charter School enrolls new students in kindergarten and in fifth grade. The school backfills empty seats in all grades. There were 4,278 students on the waitlist after the Spring 2013 lottery.³ The average attendance rate for the 2013-2014 school year to date as reported in March 2014 was 98%.⁴
- AF Endeavor Charter School was renewed during the 2010-2011 school year for a full term (five years), consistent with the terms of its renewal application, with the following conditions:
 - The school must demonstrate improved student achievement by scoring in the 25th percentile or above of all schools on the NYC DOE Progress Report within one year after renewal, in the 50th percentile or above of all schools on the NYC DOE Progress Report within two years after renewal, and in the 75th percentile or above of all students on the NYC DOE Progress Report in each of the 3rd, 4th, and 5th years after renewal.⁵
- The 2013-2014 school year principal for the elementary school, Stephanie Blake, has been at the school since it opened in 2010. The middle school principal, Tom Kaiser, has been at the school since 2009. The current principal for the high school, Paul Adler, has been with the school since its founding.
- AF Endeavor Charter School is part of the Achievement First (AF) Network, a Charter Management Organization (CMO). The CMO provides schools in the network with an overarching Chief Academic Officer and a Regional Superintendent, school support, teacher and staff recruitment, talent development, back office support, and curriculum and assessment, among other services. The school pays a management fee of 10% of its public revenue to the CMO for these services.
- AF Endeavor Charter School had a student to teacher ratio of 18:1 in the 2013-2014 school year, and served 39 sections across all grades, with an average class size of 24.⁶
- The lottery preferences for AF Endeavor Charter School's 2013-2014 school year included the New York State Charter Schools Act required preferences of returning students, students residing in the community school district of the school's location and siblings of students already enrolled in the charter school.⁷

¹ Enrollment reflects ATS data from 10/31/13.

² NYC DOE Location Code Generation and Management System database.

³ Self-reported information from school-submitted data collection form on 3/25/14.

⁴ Self-reported information from school-submitted data collection form on 3/25/14.

⁵ Beginning with the 2013-14 school year the NYC DOE Progress Report will be replaced with the NYC DOE School Quality Report.

⁶ Self-reported information given on 9/26/14.

⁷ Achievement First Endeavor Charter School's 2013-2014 application.

Part 2: Summary of Findings

Essential Question 1: Is the school an academic success?

Overview of School-Specific Data through 2012-2013

ES/MS Students scoring at or above Level 3 on NYS assessment, compared to CSD, NYC, and State averages

% Proficient in English Language Arts				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	27.1%	34.2%	49.0%	17.4%
CSD 13	31.3%	34.4%	38.5%	20.8%
Difference from CSD 13	-4.2	-0.2	10.5	-3.4
NYC	40.5%	41.0%	45.0%	25.7%
Difference from NYC	-13.4	-6.8	4.0	-8.3
New York State	53.2%	52.8%	55.1%	31.1%
Difference from New York State	-26.1	-18.6	-6.1	-13.7

% Proficient in Math				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	58.9%	81.3%	91.8%	42.1%
CSD 13	37.5%	44.9%	48.6%	15.0%
Difference from CSD 13	21.4	36.4	43.2	27.1
NYC	52.8%	56.7%	59.3%	27.3%
Difference from NYC	6.1	24.6	32.5	14.8
New York State	61.0%	63.3%	64.8%	31.1%
Difference from New York State	-2.1	18.0	27.0	11.0

* All comparisons to either the CSD or NYC take into account only grades the school itself served. Tested grades at AF Endeavor through 2012-13 were served in only CSD 13.

HS Performance Compared to Peer and NYC Averages*

4-year Graduation Rate				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	-	83.8%
NYC	65.1%	65.5%	64.7%	66.0%
Difference from NYC	-	-	-	17.8
6-year Graduation Rate				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	-	-
NYC	69.2%	70.9%	73.2%	73.0%
Difference from NYC	-	-	-	-

College Readiness Index** - 4 years				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	-	13.5%
Peer Percent of Range	-	-	-	5.7%
City Percent of Range	-	-	-	29.0%

A comparison range consists of all possible results within two standard deviations of the average. A peer/city percent of range of 50% represents the position of the average and can be interpreted as a school outperforming 50% of their peer group or city.

* Achievement First Endeavor Charter School is one of four AF charter schools that feeds into Achievement First High School located at 1485 Pacific Street in Brooklyn. The graduation rate and college readiness data presented above reflects high school students from all four feeder schools, as applicable. Please note that Achievement First High School began to enroll matriculating students from AF Endeavor beginning in the 2010-2011 school year. As such, these students would not be included in the graduation rates attributed to Achievement First High School above.

** The College Readiness Index score was not introduced until the 2011-2012 school year.

Credit Accumulation*

% 1st-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	86.2%	95.7%
Peer Percent of Range	-	-	45.7%	84.5%
City Percent of Range	-	-	72.3%	90.5%
% 2nd-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	84.5%	90.4%
Peer Percent of Range	-	-	44.6%	67.0%
City Percent of Range	-	-	71.5%	81.5%
% 3rd-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First Endeavor Charter School	-	-	90.5%	90.0%
Peer Percent of Range	-	-	74.2%	74.3%
City Percent of Range	-	-	83.9%	82.0%

A comparison range consists of all possible results within two standard deviations of the average. A peer/city percent of range of 50% represents the position of the average and can be interpreted as a school outperforming 50% of their peer group or city.

* Achievement First Endeavor Charter School is one of four AF charter schools that feeds into Achievement First High School located at 1485 Pacific Street in Brooklyn. The credit accumulation data presented above reflects high school students from all four feeder schools, as applicable. Please note that Achievement First High School began to enroll matriculating students from AF Endeavor beginning in the 2010-2011 school year.

Performance on the NYC Progress Report – Elementary and Middle School Grades

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	C	A	A	B
Student Progress	C	A	A	B
Student Performance	C	B	A	B
School Environment	B	A	A	A
Closing the Achievement Gap Points	2.5	7.0	4.3	4.8

Performance on the NYC Progress Report – High School Grades*

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	-	-	-	B
Student Progress	-	-	-	A
Student Performance	-	-	-	C
School Environment	-	-	-	A
College and Career Readiness**	-	-	-	B
Closing the Achievement Gap Points	-	-	-	0.1

* Achievement First Endeavor Charter School is one of four AF charter schools that feeds into Achievement First High School located at 1485 Pacific Street in Brooklyn. The Progress Report data presented above reflects high school students from all four feeder schools. Please note that Achievement First High School began to enroll matriculating students from AF Endeavor beginning in the 2010-2011 school year.

** The College and Career Readiness grade was not introduced until the 2011-2012 school year.

Progress Towards Attainment of Academic Goals

- AF Endeavor, according to its 2012-2013 Annual Report to the New York State Education Department (NYSED), met five of 12 of its elementary/middle school grades-specific academic performance goals identified in its charter. Of the other seven goals, it partially met three, did not meet three, and one was not determined because data was not available by time of submission.
- According to the same report, the school met three of five of its high school grades-specific academic performance goals identified in its charter. Two goals were not applicable because the high school had its first graduating class in the 2012-2013 school year.

Responsive Education Program & Learning Environment⁸

- AF Endeavor introduced, in the middle school grades, significantly more complex, non-fiction texts in reading class and increased close-reading lessons across History & ELA classes, in response to the Common Core Learning Standards (CCLS).
- In the middle school grades, the school spent less time focusing on direct skills instruction during the 2013-14 school year and spent more time with the students in text, either reading to learn more about the world or grappling with more complex texts.
- The school continued to use, in the middle school grades, an in-depth writing rubric designed to capture the demands of the CCLS. The rubric is based on three elements (argument, evidence, language) and is further broken up into ten criteria (thesis, quality, structure, context, choice, analysis, register, range and quality, fluency, grammar).
- The school anticipates that in 2014 – 2015, 6th and 7th grades will have fully integrated Next Generation Science Standards (NGSS) so that the 5th through 8th grade curriculum will be fully aligned with the rigor of the new standards and spiraled in order to provide students with an integrated science curriculum throughout middle school.
- The school closely monitors student performance on daily assessments or “exit tickets,” as well as more comparative data that is obtained when the students take Achievement First Interim Assessments (IAs). IAs are aligned to the Common Core State Test standards and are conducted approximately every six weeks. The school then utilizes a regression graph of average student performance of all students in the Achievement First Network.
- The school continued the use of regular “Data Days” during which teachers & leaders review the results of IAs and make adjustments accordingly to unit plans to address skills gaps.
- The school, in the elementary grades, continued to automatically trigger intervention for students who perform below level, in order to provide extra support with programs targeted to students’ learning needs. In the middle school, AF Endeavor relied more on Collaborate Team Teaching (CTT) to better meet the needs of all learners.

⁸ Self-reported information from school-submitted ACR self-evaluation form on 2/18/14.

- In the elementary school, weekly professional development was provided targeted to student and teacher needs. In the middle school, a primary professional development focus this year was the rigor of questioning, and the extent to which all teachers push for precision in written and oral responses from students.
- As a school within the AF network, the school's weekly schedule included a half day of common planning time for teachers every Friday.
- As a school within the AF network, the school has a teacher evaluation process that includes aligned coaching throughout the year, surveys from families and peers, and structured reflection on opportunities for professional growth.

Essential Question 2: Is the school a fiscally sound, viable organization?

Governance Structure & Organizational Design

After reviewing information and documentation concerning Board turnover, Board minutes, reporting structure, organizational chart, annual accountability reporting documents, Board agendas, and the school's website, the NYC DOE notes the following:

- The Board has seven Board members, all voting, including the family representative and the Achievement First representative. The Board Chair, Claire Robinson, has served on the Board since July 2008.
- As evidenced from a review of the Board roster, there was no Board turnover during the 2013-2014 school year.
- As recorded in the Board's minutes, there is a clear reporting structure with school leadership from the elementary and middle school academies providing regular updates on academic and operational performance to the Board and its committees. The Board also holds Joint High School Committee meetings, where the school leadership from Achievement First High Schools, Achievement First Brooklyn High School and Achievement First University Prep provides regular updates on academic and operational performance.

School Climate & Community Engagement

After reviewing information and documentation concerning leadership turnover, staff turnover, attendance rate, student turnover, NYC School Survey results and response rates, and PTO meetings, the NYC DOE notes the following:

- The school experienced leadership turnover of one member; the Dean of Students left at the end of the 2012-2013 school year.
- Instructional staff turnover was 20% with 13 out of 64 instructional staff choosing not to return for the 2013-14 school year from the prior year. As of March 2014, during the 2013-14 school year, six teachers had left the school.⁹
- As of March 2014, average daily attendance for students during that school year was at 98%, which is higher than the school's charter goal of at least 95%.¹⁰
- Student turnover was 2.7% of students from the prior school year who did not return at the start of the 2013-2014 school year, and 2.8% of the students left the school between the start of the school year and March 2014.¹¹
- The school reported having a parent organization, called the PLC, as evidenced in the school's Board minutes.

2012-2013 NYC School Survey Results¹²

Categories	Result	Community	Response Rate	Citywide Rate
Academic Expectations	Average	Parents	56%	54%
Communication	Average	Teachers	77%	83%
Engagement	Average	Students	95%	83%
Safety & Respect	Above Average			

⁹ Self-reported information from school-submitted data collection form on 3/25/14.

¹⁰ Self-reported information from school-submitted data collection form on 3/25/14.

¹¹ Self-reported information from school-submitted data collection form on 3/25/14.

¹² Results are particular to the school type as identified in the 2013 School Survey.

Financial Health

Near-term financial obligations:

- Based on the FY13 financial audit, the school's current ratio indicated a risk that the school may be unable to meet its current liabilities.
- Based on the FY13 financial audit, the school's unrestricted cash availability indicated a risk that the school may be unable to cover at least one month of its operating expenses without an infusion of cash.
- A comparison of the enrollment projections for the 2013-2014 budget to the actual enrollment as of the last day for the 2013-2014 school year indicates that the school had met its enrollment target, supporting its projected revenue.
- As of the FY13 financial audit the school had met its debt obligations.

Financial sustainability based on current practices:

- Based on the financial audits from FY11 to FY13, the school operated at an aggregate deficit over the past three fiscal years.
- Based on the FY13 financial audit, the school's debt-to-asset ratio indicated that the school had more total assets than it had total liabilities.
- Based on the financial audits from FY11 to FY13, the school had overall negative cash flow from FY11 to FY13.

Annual Independent Financial Audit

- An independent audit performed for FY13 showed no material findings.

Essential Question 3: Compliance with charter and all applicable laws and regulations?

After a review of documentation submitted for the NYC DOE annual accountability reporting requirements for the 2013-2014 school year, the NYC DOE finds the following:

Board Compliance

The Board is in compliance with:

- The Board's membership size falls within the range of no fewer than five and no greater than 15 members, as outlined in the school's charter and in the Board's bylaws.
- The Board has held the number of Board meetings, a minimum of five, as outlined in its bylaws. Based on submitted Board minutes; the Board held five meetings for the 2013-2014 school year in which quorum was reached.

The Board is out of compliance with:

- Currently, the Board does not have the officer position of Vice Chair filled, as outlined in the Board's bylaws. The Board does have the Chair and Treasurer positions filled.

School Compliance

The school is in compliance with (as reviewed during May 2014):

- The school has posted its 2012-2013 NYSED Annual Report and annual audit to its website, as specified in charter law.
- The school had an application deadline of April 1, 2014 and lottery date of April 8, 2014 adhering to charter law's requirement of accepting applications up to at least April 1.
- The school has submitted appropriate insurance documents to the NYCDOE.

The school is out of compliance with:

- All staff members do not have appropriate fingerprint clearance as of November 2013.
- The school has submitted required documentation for teacher certification and is not in compliance with state requirements for teacher certification with 13 uncertified staff out of 55.
- The school does not have the required number of staff with AED/CPR certification as of May 2014.
- The school has submitted its required immunization documentation and is not in compliance with Department of Health standards of 99% for immunization as of May 2014.
- The school leader was not trained in General Response Protocols/Fire Emergency Drill Conductor for NYC, as of May 2014, as mandated by the NYC Fire Department.

Essential Question 4: What are the school's plans for the next charter term?

As reported by the school's leadership, the following is noted:

- AF Endeavor maintains its original growth plan of a K-12 school consisting of three academies. AF Endeavor will reach its full grade span in the 2014-2015 school year.
- As part of the Achievement First network of schools, the Board of AF Endeavor is considering a charter merger with the other Achievement First schools.

Enrollment and Retention Targets

As a reminder regarding accountability in the next charter term:

- Amendments to Article 56 of the New York State Consolidated Laws: Education, which relates to Charter Schools, call for charter schools, as a consideration of renewal, "to meet or exceed enrollment and retention targets" for students with disabilities, English language learners, and students who are eligible for the free and reduced price lunch program. The amendments further indicate "Repeated failure to comply with the requirement" as a cause for revocation or termination of the charter.
 - The law directs schools to demonstrate "that it has made extensive efforts to recruit and retain such students" in the event it has not yet met its targets.
 - The NYC DOE, as authorizer, will annually monitor the school's performance against these targets and the efforts it makes to meet this state requirement.
- In school year 2013-2014, AF Endeavor served a higher percentage of students who qualified for free or reduced price lunch as compared to CSD 13, CSD 17, and citywide averages. The school served a comparable percentage of students with disabilities to CSD 13, but a lower percentage than both the CSD 17 and citywide averages. In addition, the school served a lower rate of English Language Learner students than the CSD 13, CSD 17 and citywide averages.

Special Populations

	Free and Reduced Price Lunch					Students with Disabilities					English Language Learners				
	2009 -	2010 -	2011 -	2012 -	2013 -	2009 -	2010 -	2011 -	2012 -	2013 -	2009 -	2010 -	2011 -	2012 -	2013 -
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
School	71.4%	77.1%	80.6%	81.0%	82.2%	12.5%	13.9%	13.3%	12.0%	12.1%	0.7%	1.2%	0.9%	0.6%	0.4%
CSD 14	57.7%	-	-	-	-	17.4%	-	-	-	-	15.1%	-	-	-	-
CSD 13	-	72.1%	72.8%	66.8%	69.5%	-	11.4%	11.1%	11.6%	12.5%	-	4.6%	4.4%	4.1%	4.1%
CSD 17	-	79.3%	78.2%	78.6%	81.6%	-	13.4%	13.2%	13.5%	14.8%	-	9.4%	9.4%	9.3%	9.0%
NYC	62.1%	64.5%	67.3%	69.3%	72.7%	15.9%	15.0%	15.1%	15.5%	16.4%	16.1%	15.0%	14.6%	14.2%	13.9%

Additional Enrollment Information					
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Grades Served	5-8	5-9	K-1, 5-10	K-2, 5-11	K-3, 5-12
CSD(s)	14	13 & 17	13 & 17	13 & 17	13 & 17

Comparisons to both the CSD(s) and City are made against students in grades K-8, 9-12 or K-12 depending on the grades the school served in each school year. Special population figures are as of October 31 for each given school year, with the exception of the 2012-2013 school year, which is as of October 26, 2012.