





## OPERATIONAL WALKTHROUGH OVERVIEW

Operational Walkthroughs for all Opportunity Network contract programs focused on the systems and structures that are required to deliver high quality instruction to students. Operational Walkthroughs assessed program performance across three domains: 1) Academic & School Climate Accountability; 2) Organizational Compliance; and 3) Accommodative & Financial Compliance. Taken together, the three domains encompass key operational expectations that are based on the program’s contract with The School District of Philadelphia, as well as applicable federal, state and local laws.

Operational Walkthroughs are one part of the School District’s three-part approach to the formal annual evaluation of all contracted Opportunity Network programs. In addition to Operational Walkthroughs, Instructional Walkthroughs and Alternative Education Progress Reports (AEPR) provide qualitative and quantitative data for program performance that inform decisions related to contract renewal, termination, and program expansion. This report summarizes the program’s performance for each of the three domains reviewed during the Operational Walkthrough. In addition, this report provides ratings for select contract requirements indicating whether the program met those requirements or standards based on evidence reviewed during the Operational Walkthrough.

A  indicates that the program met the contract requirement. A  indicates that the program did not meet the contract requirement. The basis for the rating is provided in the Additional Notes section for each standard.

### GENERAL INFORMATION

**Walkthrough Date:** December 16, 2019

**Contract Term:** FY 2018- FY 2022

**Program Type:** Accelerated (Grades 9-12)

### CONTACT INFORMATION

1952 East Allegheny Avenue, Philadelphia, PA 19134

Phone: 267-571-1952

**Webpage:** <https://www.liguoriacademy.org/fortis-program/>

### MISSION

“To prepare our future leaders through individualized learning in a community that offers boundless opportunities.”

### PROGRAM LEADERSHIP

**Michael Marrone**, Chief Executive Officer and President

**Rebecca M. Tomlinson-White**, Chief Operating Officer

**Gina Craig**, Chief Academic Officer

**Patrick Durkin**, Director of Climate and Culture

**Alice Niles**, Director of Operations & Post-Secondary

### WALKTHROUGH REVIEW TEAM

**DawnLynne Kacer**, Executive Director, Opportunity Network

**Majeedah Scott**, Director, Office of Multiple Pathways to Graduation

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**Seth Morones**, Strategy Analyst II, Opportunity Network

**Rachel Malloy-Good**, Special Education Case Manager

The School District of Philadelphia's official demographic information is reported on October 1<sup>st</sup> of each school year. The Opportunity Network's demographic information is reported here as of January 31<sup>st</sup>, 2020 to more closely align with the student population on the date of the walkthrough.

**ENROLLMENT INFORMATION**

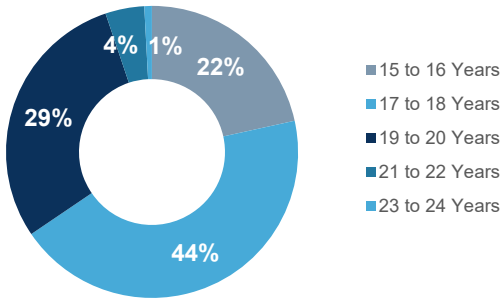
Enrollment on 1/31/20

**116** ↓ SY 2018-2019: 119

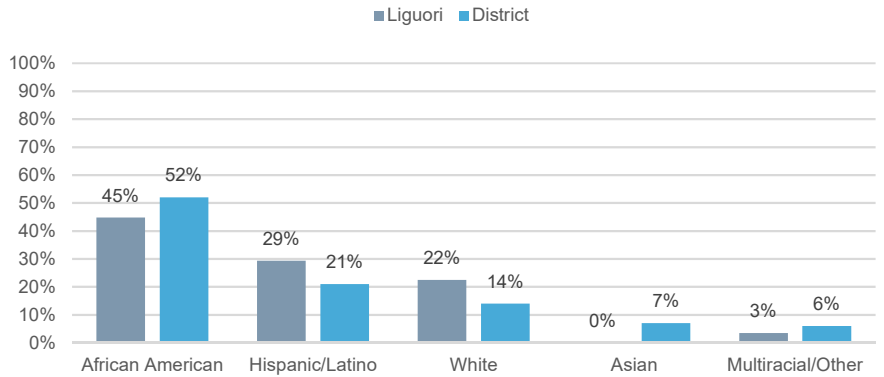
Contracted Maximum

**125**

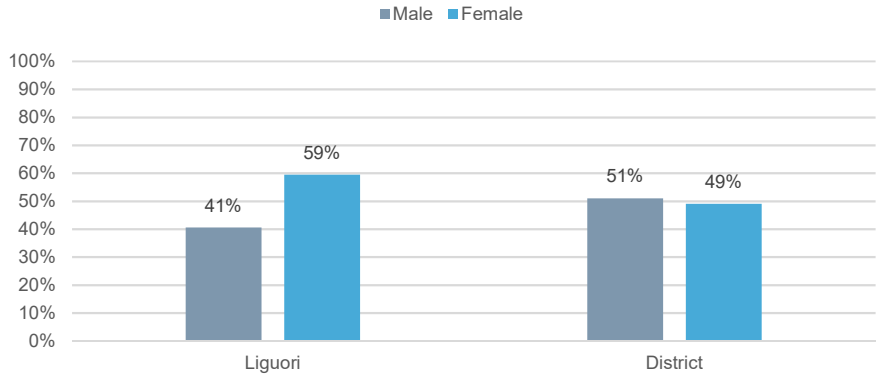
**ENROLLMENT BY AGE**



**RACE & ETHNICITY**

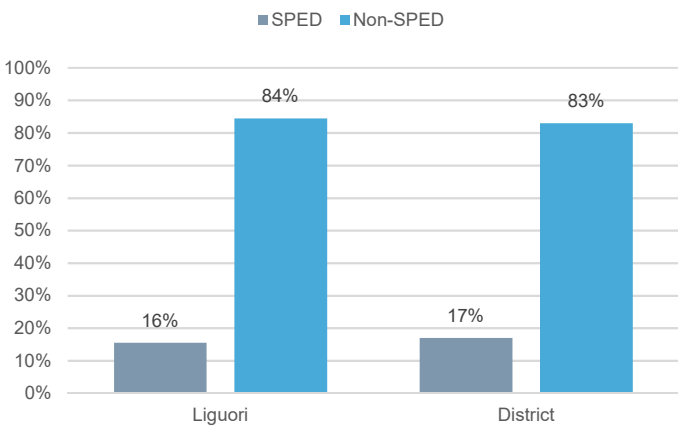


**GENDER**

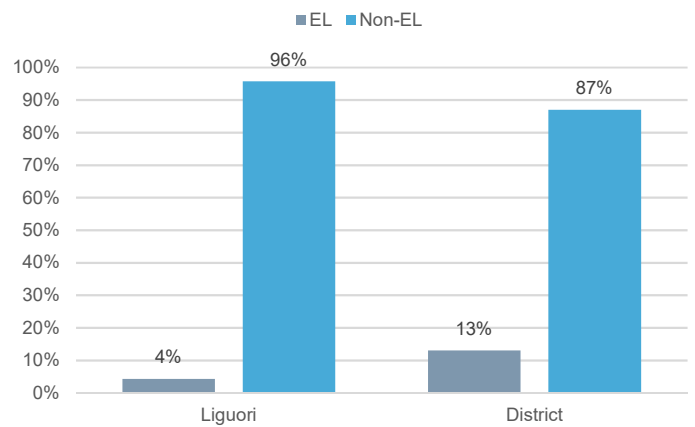


**DIVERSE LEARNERS**

**SPECIAL EDUCATION**

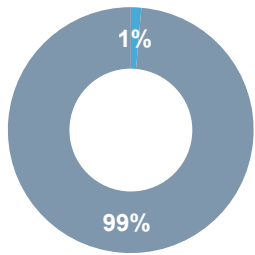


**ENGLISH LANGUAGE LEARNERS**



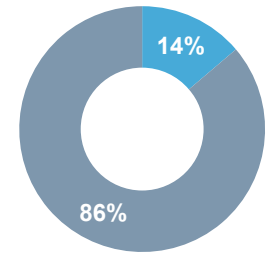
All data for attendance, student conduct, low income, McKinney-Vento, and Education Leading to Employment and Career Training (ELECT) participation reflect enrollment as of January 2020 to more closely align with the student population on the date of the walkthrough.

**LOW INCOME      MCKINNEY-VENTO      ELECT PARTICIPATION**



■ Low Income   ■ Non-Low Income

No McKinney-Vento students during SY19-20 at the time of this report.



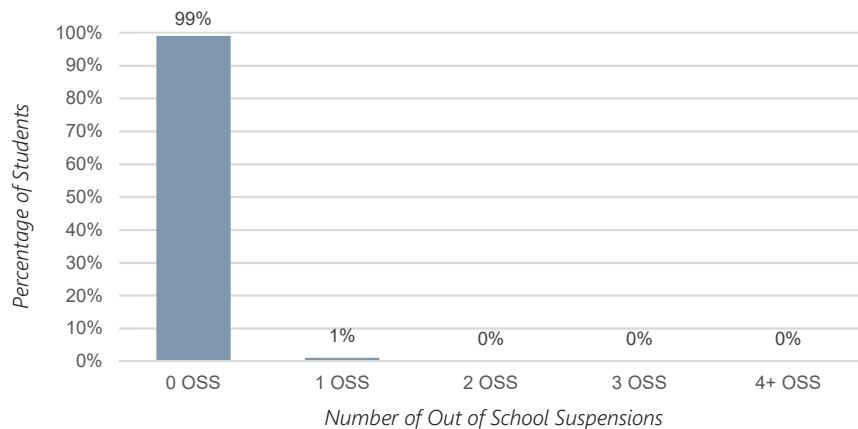
■ ELECT   ■ Non-ELECT

Low income status is calculated by the number of students who are eligible for free school meals.

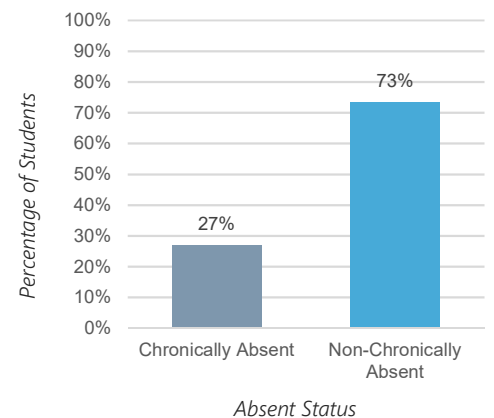
The McKinney-Vento Homeless Education Assistance Act guarantees a free and appropriate public education for all children and youth experiencing homelessness.

The Philadelphia ELECT program is a comprehensive network of education, health, and support services designed to assist pregnant and parenting teens in completing their education and becoming self-sufficient.

**OUT OF SCHOOL SUSPENSIONS (OSS)**



**CHRONICALLY ABSENT**



## DOMAIN 1: ACADEMIC & SCHOOL CLIMATE ACCOUNTABILITY

The table below summarizes the number of standards by category that met expectations consistent with contract requirements during the 2018-2019 Operational Walkthrough. Information regarding how standards in the Academic and School Climate Accountability domain are measured can be found in the performance framework for Opportunity Network contract programs.

CATEGORY	REQUIREMENTS MET
Academic Quality ( <a href="#">Page 4</a> )	3 / 5
School Climate Quality ( <a href="#">Page 5</a> )	4 / 6
<b>TOTAL</b>	<b>7 / 11</b>

## DOMAIN 2: ORGANIZATIONAL COMPLIANCE

The table below summarizes the number of standards by category that met expectations consistent with contract requirements during the 2018-2019 Operational Walkthrough. Information regarding how standards in the Organizational Compliance domain are measured can be found in the performance framework for Opportunity Network contract programs.



CATEGORY	REQUIREMENTS MET
Student Progress Monitoring & Reporting ( <a href="#">Page 6</a> )	3 / 8
Record Keeping & Communication ( <a href="#">Page 8</a> )	3 / 4
Personnel ( <a href="#">Page 9</a> )	3 / 7
Governance & Enrollment ( <a href="#">Page 11</a> )	4 / 5
<b>TOTAL</b>	<b>13 / 24</b>




## DOMAIN 3: ACCOMMODATIVE & FINANCIAL COMPLIANCE

The table below summarizes the number of standards by category that met expectations consistent with contract requirements during the 2018-2019 Operational Walkthrough. Information regarding how standards in the Accommodative & Financial Compliance domain are measured can be found in the performance framework for Opportunity Network contract programs.

CATEGORY	REQUIREMENTS MET
Accommodative Quality ( <a href="#">Page 12</a> )	4 / 5
Financial Compliance ( <a href="#">Page 14</a> )	3 / 3
<b>TOTAL</b>	<b>7 / 8</b>

**CATEGORY I: ACADEMIC QUALITY**

<b>STANDARD: CURRICULAR QUALITY – Evidence of systems and structures to ensure quality curriculum and instruction offered by contractor</b>		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>BASELINE and REQUIRED ASSESSMENTS:</b> Offers baseline (pre-test) and required assessments (Basic Assessment in Reading &amp; Math, PA PSSA/Keystone Exams, P/SATs) for academic progress monitoring.</p>		Less than 80% of eligible students had both pre- and post- scores from the Basic Assessment in Reading & Math during the 2018-2019 school year (reading 10%; math 8%).
<p><b>BEHAVIOR MODIFICATION/CHARACTER EDUCATION:</b> Educational program offered includes behavior modification/character education.</p>		

<b>STANDARD: STUDENT PERFORMANCE – Evidence of systems and structures to ensure expected student progress in the program as defined in the AEPR and consistent with contract expectations</b>		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>ACADEMIC ACHIEVEMENT:</b> Collects and uses data to track and monitor student progress data to evaluate academic achievement and make appropriate instructional shifts and/or differentiate instruction.</p>		No system in place to track academic progress at the student level. The following metrics should be tracked: percent of students earning sufficient credits/passing classes, percent of students proficient/advanced in keystones, percent of students passing all core subjects, percent of students meeting IEP goals, percent of students showing growth in literacy/numeracy.
<p><b>POST-SECONDARY READINESS:</b> Collects and uses data to track and monitor student post-secondary readiness.</p>		The program's postsecondary counselor tracks postsecondary activities at the student- and program- levels. Students have a postsecondary transition plan that includes completion of required PA Future Ready/ESSA activities in Naviance.
<p><b>ACADEMIC PERFORMANCE BARRIERS:</b> Collects and uses data to track and monitor school climate and identifies appropriate student supports to improve school climate outcomes.</p>		Program tracks student and family interactions and outlines plans for supporting students who are experiencing challenges. Follow-up efforts are tracked and supports are adjusted as necessary.

**CATEGORY 2: SCHOOL CLIMATE QUALITY**

<b>STANDARD: DISCIPLINE MANAGEMENT</b> – Evidence of systems, structures and contractor efforts to effectively manage student behavior and employ positive behavior intervention & supports system		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>RESTORATIVE JUSTICE and POSITIVE CLIMATE PRACTICES:</b></p> <p>Employs restorative justice practices (e.g. facilitated mediation, reflective writing, peer court/advising). Evidence of policies and practices to combat bullying including cyber bullying.</p>	✓	<p>The program’s student handbook outlines bullying and related consequences. Restorative justice practices are evident and include behavior reflections, peace agreements and restorative conferences.</p>
<p><b>STUDENT INCENTIVES:</b></p> <p>Employs developmentally appropriate individual or group based incentives (e.g. admission to school events, recognition awards, tangible rewards).</p>	✓	<p>Incentives in place to acknowledge academic achievement and citizenship. Recommended that the program utilize incentives to help improve attendance, completion of online courses and test participation rates (e.g., SAT and MAP).</p>
<p><b>TAILORED SOCIO-EMOTIONAL DEVELOPMENT PLANS:</b></p> <p>Develops and implements plan within 30 days of receiving student and adheres to personalized socio-emotional development plans.</p>	✓	

<b>STANDARD: ATTENDANCE &amp; DISCIPLINE REPORTING</b> – Evidence of systems, structures and contractor efforts to track, monitor and report student attendance and behavior, including compliance with Safe Schools Act		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>DRILLS and SAFETY REPORTING:</b></p> <p>Conducts and reports appropriate school safety drills, designates rally and shelter-in-place locations, and reports school safety incidents as required.</p>	✓	
<p><b>CODE of CONDUCT:</b></p> <p>Adopts and provides to students a code of conduct aligned to School District's Code of Conduct.</p>	✗	<p>The program has adopted the School District’s Code of Conduct, however, at the time of the walkthrough 7 students had been suspended for non-suspendable offenses (e.g., vaping and profanity).</p>

**DOMAIN I:  
ACADEMIC & SCHOOL CLIMATE  
ACCOUNTABILITY**






CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>TRUANCY and DISCIPLINE REPORTING:</b> Accurate and timely reporting of attendance, truancy and disciplinary incidents as required by contract. Develops Student Attendance Improvement Plans and communicates with parents/guardians timely to prevent chronic absenteeism.</p>	<p><b>X</b></p>	<p>There were 6 SAIPs in the SIS for students with 6 or more unexcused absences. As of November 30, 2019, 29% of enrolled students (approximately 32) had 10 or more unexcused absences within a 45-day period.</p>

**CATEGORY 1: STUDENT PROGRESS MONITORING & REPORTING**

STANDARD: STUDENT LEVEL PLANS – Evidence that contractor creates, maintains and effectively implements student-level plans for learning, behavior and post-secondary and communicates student progress to student and family for all students		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>PERSONALIZED LEARNING PLANS (AEDY Transition &amp; Continuation only):</b> Creation (upon enrollment of student) of a Personalized Learning Plan that includes a Transition Plan for student to return to School District.</p>	Not applicable	
<p><b>PERIODIC ACADEMIC and BEHAVIOR REPORTING:</b> Provides timely reporting of student academic progress (on quarterly or semester basis to students, parents and/or guardians) including information for coursework attempted/completed, level of achievement and progress, behavior and attendance.</p>	✓	
<p><b>GRADUATION AND POST-SECONDARY PLANS:</b> Creation and maintenance of plan for progress towards graduation (including credits needed) and a student-specific post-secondary plan aligned to student interests.</p>	✓	Plans include expected graduation date, mapping of courses, credit review, and tracking tool for completion of Naviance/PA Future Ready activities.

STANDARD: DIVERSE LEARNER POPULATION – Evidence of systems, structures and contractor policies to appropriately identify, support and monitor instruction for special education students and English Learners (ELs)		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>ENROLLMENT of SPECIAL EDUCATION STUDENTS:</b> Enrolls special education population no less than 15% and no greater than 20% of the program capacity.</p>	✗	As of December 1, 2019, there were 16 students with IEPs enrolled (12.8% of the contracted maximum).



CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>BASELINE MEASURES:</b> Provides baseline measures for both special education and EL students against which to monitor growth. Monitors progress toward IEP goals and communicates this progress routinely to parents/guardians.</p>		<p>5 of 5 EL files reviewed did not include baseline measures.</p>
<p><b>IEP IDENTIFICATION, EVALUATION &amp; REVIEW:</b> Identifies, evaluates, reviews and implements IEPs timely and with fidelity, in accordance with applicable laws.</p>		<p>Insufficient evidence of progress monitoring for 5 of 9 eligible IEPs reviewed.</p>
<p><b>ANNUAL IEP UPDATES:</b> Ensures IEPs are updated on an annual basis according to federal and state directives including December 1 Child Count compliance. Includes Transition Services in IEPs for students 14 years or older. Documents participation of all required IEP team members.</p>		<p>88.9% of IEPs were in compliance for December 1 Child Count (16 of 18 IEPs).</p>
<p><b>IEP MEETINGS:</b> Assumes lead role for scheduling, convening, and completion of IEP meetings as well as all special education related paperwork. Collaborates with the School District as necessary and appropriate to support students.</p>		
<p><b>EL IDENTIFICATION, EVALUATION &amp; REVIEW:</b> Identifies potential ELs using the Home Language Survey, evaluates students using screener, and assesses ELs annually using ACCESS exam to provide all required services for success of EL students.</p>		<p>Inconsistent administration of Home Language Survey (3 of 20 enrollment files reviewed did not include the survey). No evidence of parent/guardian notification letters.</p>

**CATEGORY 2: RECORD KEEPING & COMMUNICATION**

<b>STANDARD: COMMUNICATIONS WITH SCHOOL DISTRICT</b> – Evidence that contractor timely and accurately reports information to the School District either directly or via provided systems consistent with contract requirements and written updates from the School District		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<b>STUDENT INFORMATION SYSTEM UPLOAD:</b> Provides student enrollment, attendance, behavior and coursework information to School District (via SIS) within contractually outlined period.	✓	
<b>ARCHIVE OF HISTORICAL RECORDS:</b> Maintains an archive of all historical student academic and behavioral records.	✓	

<b>STANDARD: COMMUNICATIONS WITH STUDENTS, PARENTS/GUARDIANS AND FAMILIES</b> – Evidence that contractor communicates timely and accurately with students, parents/guardians and families regarding student performance and progress in a manner accessible to all; protects student record information		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<b>SECURE PERSONALLY IDENTIFIABLE INFORMATION:</b> Secures personally identifiable information, does not request or require prohibited information at time of enrollment (e.g. SSNs), and ensures that if student is 18+ years of age, student provides consent to release records.	✗	20 of 20 enrollment files reviewed included personally identifiable information (e.g., court dispositions, child welfare information, parenting status). Recommended that this information be maintained in confidential counselor files.
<b>ENGAGEMENT WITH PARENTS/GUARDIANS AND FAMILIES:</b> Contractor ensures that it communicates with all stakeholders as appropriate to maintain levels of engagement including reporting of student academic progress, information regarding program events (e.g. back to school nights) and student expectations (e.g. orientation and handbook) in a manner that is accessible to all.	✓	

**CATEGORY 3: PERSONNEL**

<b>STANDARD: BACKGROUND CHECKS, LICENSES &amp; EDUCATOR CERTIFICATION – Evidence of contractor compliance with relevant contract, state and federal educator personnel requirements</b>		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>EMPLOYEE BACKGROUND CHECKS:</b> Provides evidence of all relevant employee background checks and clearances. Checks and clearances are valid, timely and up to date as appropriate.</p>	<b>x</b>	<p>Act 168 documentation: 2 of 6 eligible employees reviewed had documentation on file. FBI Background Check: 5 of 6 employees reviewed had a valid check on file. PA Child Abuse Clearance: 4 of 6 employees reviewed had a valid clearance on file. PA Criminal History Check: 5 of 6 employees reviewed had a valid check on file.</p>
<p><b>PROFESSIONAL CERTIFICATIONS:</b> Provides PA certificated teachers in all core instructional areas.</p>	<b>x</b>	<p>Teachers for science and social studies do not have PA certifications for those core subjects.</p>
<p><b>PROFESSIONAL CERTIFICATIONS (ADMINISTRATOR):</b> Provides at least one PA certificated administrator per site.</p>	<b>✓</b>	
<p><b>STUDENT SUPPORT SERVICES STAFF:</b> Provides sufficiently trained and certified/licensed professional staff for student support services including special education and ELs.</p>	<b>x</b>	<p>No PA certified ESL or special education staff.</p>



<b>STANDARD: PERSONNEL RATIO &amp; PROFESSIONAL DEVELOPMENT – Evidence of contractor adherence to contractual Personnel Ratios, contractually or statutorily required trainings, and relevant staff professional development</b>		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>PERSONNEL RATIOS:</b> Provides staffing to meet contractual student to teacher ratios and ensures student to support staff ratio is within contractual limits.</p>	<b>✓</b>	
<p><b>OBLIGATORY TRAININGS:</b> Provides all employees with Act 71, Act 126, and other obligatory PDE professional trainings and monitors timely completion and updates as required.</p>	<b>x</b>	<p>5 of 6 employees reviewed completed trainings for Act 71 and Act 126.</p>

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<b>ENGAGEMENT IN DISTRICT PROFESSIONAL DEVELOPMENT AND CONTRACTOR MEETINGS:</b> Ensures that teachers and administrators engage in School District professional development opportunities and monthly contractor meetings.	✓	

**CATEGORY 4: GOVERNANCE & ENROLLMENT**

STANDARD: PROGRAM GOVERNANCE – Evidence of systems, structures and contractor activities to support compliance with contractual expectations for program governance		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<b>COMMUNITY ENGAGEMENT:</b> Engages community and non-profit providers to provide a diverse and relevant range of non-academic student services and support.	✓	Program formed numerous partnerships with local businesses and non-profits to provide career exposure and internship opportunities for students. Program consistently engages potential donors to provide financial and in-kind contributions.
<b>COMMUNITY ELICITATION:</b> Has active school or community advisory board or process by which the school community can provide input and feedback to the contractor regarding the program. Encourages parent/guardian participation in the District-wide annual survey.	✓	11.1% of parents participated in the 2018-2019 District-wide parent survey (minimum of 10% required).

STANDARD: STUDENT ENROLLMENT – Evidence of systems, structures and contractor practices to meet contractual and statutory requirements for student enrollment and eliminate barriers to entry		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<b>TIMELY ENROLLMENT:</b> Contractor does not create barriers to enrollment and enrolls students referred and/or who apply timely. Enrollment and/or student files contain information as required by PDE for enrollment. Program has procedures in place to confirm eligibility of students prior to enrollment.	✓	

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>RESIDENCY REQUIREMENT:</b>                      Contractor does not serve students from other LEAs without written consent of School District. Contractor confirms residency of student prior to or at time of enrollment.</p>		<p>No evidence that the program serves students from other LEAs, however, only 5 of 20 enrollment files reviewed included proof of residency.</p>
<p><b>RE-ENGAGEMENT CENTER REFERRALS:</b>                      Contractor has reserved 50% of seats for School District's Engagement Center (REC) and/or partners with the REC to receive referrals.</p>		

**CATEGORY I: ACCOMMODATIVE QUALITY**

<b>STANDARD: FACILITIES</b> – Evidence of contractor compliance with established facility guidelines, contractual/statutory requirements and lease terms (if in School District-owned properties)		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>FEDERAL, STATE, &amp; LOCAL REGULATIONS:</b> Complies with all federal and state regulations regarding access to individuals with (physical or otherwise) disabilities. The program is housed in a non-sectarian facility. If in a privately-owned facility, contractor is compliant with any local requirements for facility condition including lead and water testing.</p>	✓	
<p><b>FACILITY MAINTENANCE:</b> For privately-owned facilities, contractor maintains regular upkeep of facility including structure, student and staff related spaces as well as outside grounds. For School District-owned facilities, contractor fulfills the obligations of their lease agreement regarding maintenance and reports facility condition issues timely.</p>	✗	No structural issues observed with facility. Female bathroom accessible to unsecured water heater with hot pipes. Commercial cleaners accessible near restrooms. Program admits that this is an ongoing process to ensure that pipes and bathrooms are upgraded. Program has spent over \$100K on upgrades that should be covered by lease/landlord.

<b>STANDARD: SCHOOL CALENDAR, TRANSPORTATION AND UNIFORMS</b> – Evidence that contractor operates a program that meets the minimum number of days of instruction as required by the contract and makes the program accessible to all eligible students		
<b>CONTRACT REQUIREMENTS</b>	<b>RATING</b>	<b>ADDITIONAL NOTES</b>
<p><b>CALENDAR:</b> Maintains an academic calendar that minimally has at least as many instructional days as that of the School District. Submits operational calendars timely and appropriately notifies the School District departments of any changes in the calendar.</p>	✓	
<p><b>TRANSPORTATION:</b> Maintains accurate student information to allow the School District to appropriately manage transportation services for students. No corrective action initiated regarding required student transpass usage reports.</p>	✓	

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>UNIFORMS:</b> Establishes a clear dress code for students inclusive of expectations regarding school uniform. Provides uniforms to students upon request due to financial need. Does not have policies or practices that create barriers to instruction based on dress code or school uniform.</p>	✓	

**CATEGORY 2: FINANCIAL COMPLIANCE**

STANDARD: PROCUREMENT OF OPERATING CERTIFICATES – Contractor provides School District with relevant operating licenses and certificates; maintains current insurance consistent with contract requirements		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>TAX LIABILITIES:</b> Provides School District with Certificate of Tax Clearance absolving any city tax liabilities.</p>	✓	
<p><b>PROOF OF INSURANCE:</b> Provides Proof of Insurance related to: (1) Worker's Compensation and Employer's Liability, (2) General Liability Insurance, (3) Automobile Liability Insurance, (4) Professional Liability Insurance, (5) Educator Legal Liability Insurance, (6) Excess/Umbrella Liability, and (7) Directors' and Officers' Liability Insurance.</p>	✓	

STANDARD: FINANCIAL MANAGEMENT AND REPORTING – Evidence the contractor adheres to standards of financial management including with monitoring and reporting of revenues and expenses, invoicing to the School District and ability of contractor to maintain financial viability		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>FINANCIAL MANAGEMENT:</b> Provides detailed information upon request regarding program annual budgets, as well as actual expenses and revenues. Upon request, provides independent third-party financial audit timely; audit does not indicate any material weakness or going concerns.</p>	Not applicable	

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
<p><b>MONTHLY INVOICING:</b> Submits monthly invoices timely with complete and accurate student-level information. Information provided can generally be validated against the School District's SIS.</p>	