THE SCHOOL DISTRICT OF PHILADELPHIA

OPPORTUNITY NETWORK
OPERATIONAL WALKTHROUGH 2021-2022
Program Name: One Bright Ray Mansion
Provider: International Education and Community Initiatives d/b/a One Bright Ray, Inc.

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. All SY2021-22 Operational Walkthroughs were conducted in-person and on-site.

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: October 15, 2021

Contract Term: FY 2019- FY 2022

Program Type: Accelerated (Grades 9-12)

CONTACT INFORMATION

3133 Ridge Avenue, Philadelphia, PA 19132
Phone: 215-999-3110
Webpage: http://www.onebrightraycommunity.org/

MISSION

"The mission of One Bright Ray Community High School is to provide a quality education to urban, over-aged and under-credited students in search of a positive school experience while earning their high school diploma. We challenge each student to explore his/her personal and academic potential through our accelerated Project Based curriculum and respectful relationships."

PROGRAM LEADERSHIP

Marcus A. Delgado, Chief Executive Officer

Anna Duvivier, Chief Operating Officer

Joycet Velasquez, Chief Academic Officer

Thaddeus Falana, Principal

Myron L. Hargrow, Dean of Students

Monica Hawk, Dean of Academics

WALKTHROUGH REVIEW TEAM

DawnLynne Kacer, Executive Director, Opportunity Network

Majeedah Scott, Director, Office of Multiple Pathways to Graduation

Daniel Turner, Director, Instructional Resources

Marcus De Vose, Assistant Director, Transition Services

Seth Morones, Strategy Analyst II, Opportunity Network

Keith Freeman, Special Education Case Manager

The School District of Philadelphia's official demographic information is reported on October 1st of each school year. The Opportunity Network's demographic information is reported here as of November 2021 to more closely align with the student population on the date of the walkthrough.
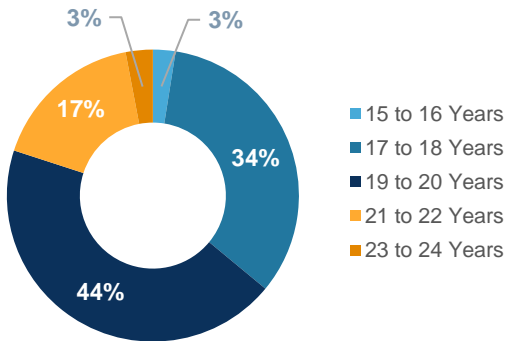
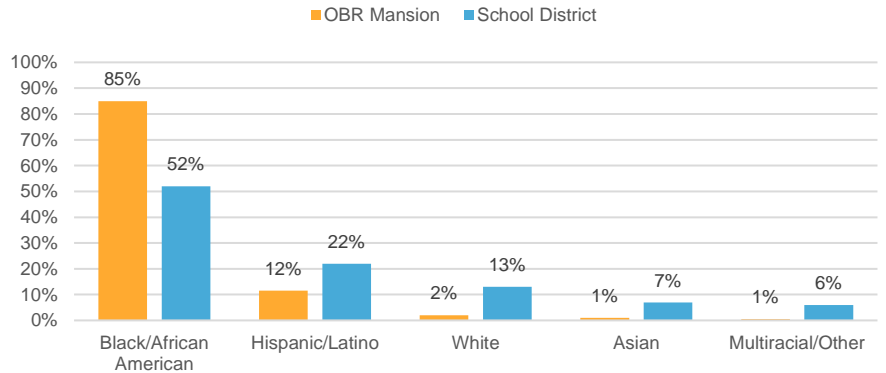## ENROLLMENT INFORMATION

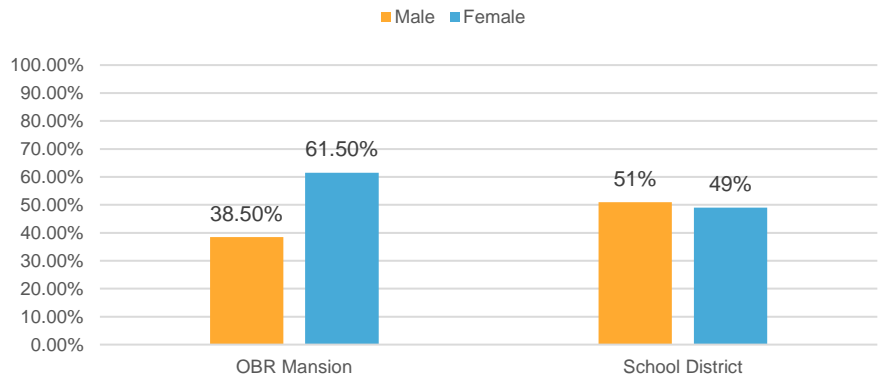Enrollment as of November 2021

200

Contracted Maximum

200

RACE & ETHNICITY

- OBR Mansion
- School District

	Black/African American	Hispanic/Latino	White	Asian	Multiracial/Other
OBR Mansion	85%	12%	2%	1%	1%
School District	52%	22%	13%	7%	6%

ENROLLMENT BY AGE

- 15 to 16 Years
- 17 to 18 Years
- 19 to 20 Years
- 21 to 22 Years
- 23 to 24 Years

3% · 3% · 17% · 34% · 44%

GENDER

- Male
- Female

	Male	Female
OBR Mansion	38.50%	61.50%
School District	51%	49%

DIVERSE LEARNERS

SPECIAL EDUCATION

- SPED
- Non-SPED

	SPED	Non-SPED
OBR Mansion	12%	88%
School District	18%	82%

ENGLISH LEARNERS

- EL
- Non-EL

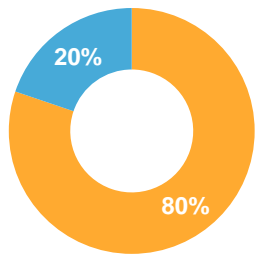|	EL	Non-EL
OBR Mansion	1%	99%
School District	15%	85%
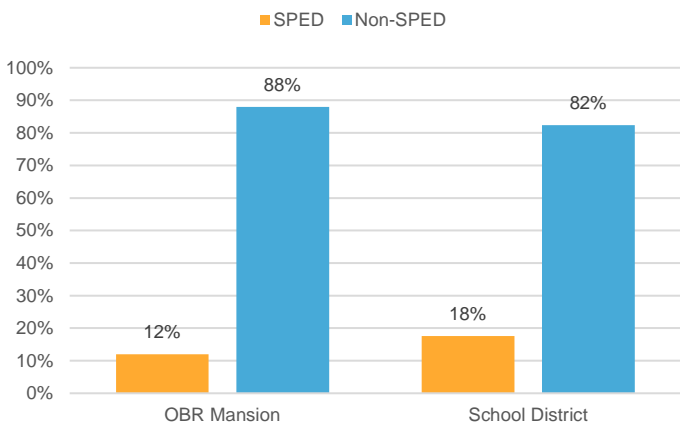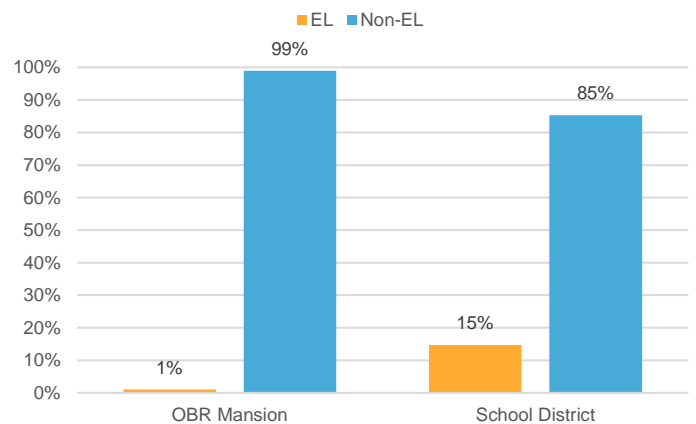
All data for attendance, student conduct, low income, McKinney-Vento, and Education Leading to Employment and Career Training (ELECT) participation reflect enrollment as of November 2021 to more closely align with the student population on the date of the walkthrough.

LOW INCOME

- Low Income
- Non-Low Income

20%

80%

Low income status is calculated by the number of students directly certified as receiving public assistance.

MCKINNEY-VENTO

1%

99%
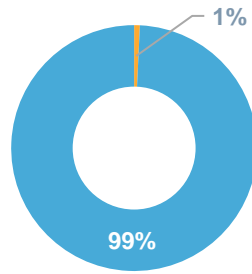
- McKinney-Vento
- Non-McKinney-Vento

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

ELECT PARTICIPATION

2.50%

97.50%
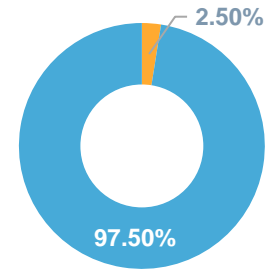
- ELECT
- Non-ELECT

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 SY2021-22

There were no suspensions at One Bright Ray – Mansion as of November 2021 school year to date.

CHRONICALLY ABSENT SY2021-22

83%

17%

Chronically Absent — Non-Chronically Absent

Absent Status

Percentage of Students
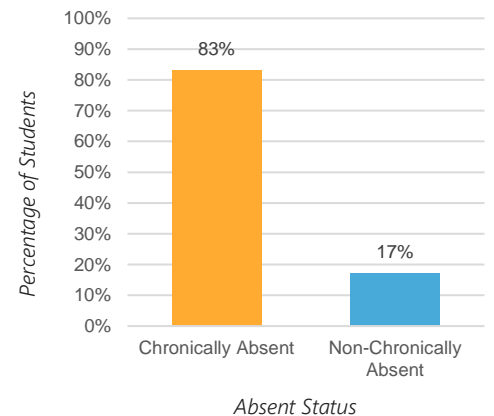
Students are considered chronically absent if they accrue 10 or more unexcused absences within a 45-day period.

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 2021-2022 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 (Page 5)	4 / 5
School Climate Quality (Page 6)	5 / 6
TOTAL	**9 / 11**

DOMAIN 2: ORGANIZATIONAL COMPLIANCE

The table below summarizes the number of standards by category that met expectations consistent with contract requirements during the 2021-2022 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 (Page 8)	5 / 8
Record Keeping & Communication (Page 10)	3 / 4
Personnel (Page 11)	4 / 7
Governance & Enrollment (Page 12)	3 / 5
TOTAL	**15 / 24**

DOMAIN 3: ACCOMMODATIVE & FINANCIAL COMPLIANCE

The table below summarizes the number of standards by category that met expectations consistent with contract requirements during the 2021-2022 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 (Page 14)	5 / 5
Financial Compliance (Page 15)	2 / 4
TOTAL	**7 / 9**

CATEGORY 1: ACADEMIC QUALITY

STANDARD: CURRICULAR QUALITY – Evidence of systems and structures to ensure quality curriculum and instruction offered by contractor

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
BASELINE and REQUIRED ASSESSMENTS: Offers baseline (pre-test) and required assessments (Basic Assessment in Reading & Math, PSSA/Keystone Exams, P/SATs) for academic progress monitoring.	✗	Less than 80% of students had STAR assessment scores at the time of the walkthrough (Reading 18%; Math 16%). Fall 2021 Keystone participation rates as reported by the program at the time of the walkthrough were Biology- 47%, Algebra 1- 50%, and Literature- 88%.
BEHAVIOR MODIFICATION/CHARACTER EDUCATION: Educational program offered includes behavior modification/character education.	✓	Students are taught to engage in restorative practices during seminar classes, with a focus on building and repairing relationships, and reducing harm.

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

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
ACADEMIC ACHIEVEMENT: Collects and uses data to track and monitor student progress to evaluate academic achievement and makes appropriate instructional shifts and/or differentiate instruction.	✓	Each student is assigned an advisor who is responsible for assessing student progress and academic needs, and collaboratively creating strategic plans with students toward improvement. The program utilizes an MTSS tracker for academics progress by which struggling students receive extra academic support in and out of class. CPT meetings occur weekly to discuss instructional shifts and strategies.
POST-SECONDARY READINESS: Collects and uses data to track and monitor student post-secondary readiness.	✓	Postsecondary counselors track and monitor students' completion of post-secondary bridging activities.
ACADEMIC PERFORMANCE BARRIERS: Collects and uses data to track and monitor school climate and identifies appropriate student supports to improve school climate outcomes.	✓	The program has a system in place to track student behavior and attendance, and related interventions for improvement.

CATEGORY 2: SCHOOL CLIMATE QUALITY

STANDARD: DISCIPLINE MANAGEMENT – Evidence of systems, structures and contractor efforts to effectively manage student behavior and employ positive behavior intervention & supports system		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
RESTORATIVE JUSTICE and POSITIVE CLIMATE PRACTICES: Employs restorative justice practices (e.g. facilitated mediation, reflective writing, peer court/advising). Evidence of policies and practices to combat bullying including cyber bullying.	✓	The program embeds restorative practices into school culture, including team/relationship building, self-awareness and reflection, goal setting, and self-regulation tools. The program has adopted the SDP bullying/cyberbullying policy, and students receive Safe2Say training.
STUDENT INCENTIVES: Employs developmentally appropriate individual or group based incentives (e.g. admission to school events, recognition awards, tangible rewards).	✓	Evidence of the program's student of the month incentive program and the Bright Rays recognition system for academics, behavior and attendance.
TAILORED SOCIO-EMOTIONAL DEVELOPMENT PLANS: Develops and implements plan within 30 days of receiving student and adheres to personalized socio-emotional development plans.	✓	

STANDARD: ATTENDANCE & DISCIPLINE REPORTING – Evidence of systems, structures and contractor efforts to track, monitor and report student attendance and behavior, including compliance with Safe Schools Act		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
DRILLS and SAFETY REPORTING: Conducts and reports appropriate school safety drills, designates rally and shelter-in-place locations, and reports school safety incidents as required.	✘	Lockdown drill not updated in Previstar by the established deadline.
CODE of CONDUCT: Adopts and provides to students a code of conduct aligned to School District's Code of Conduct.	✔	The program utilizes its own code of conduct that is grounded in progressive discipline and aligned to the SDP Code of Conduct.
TRUANCY and DISCIPLINE REPORTING: Accurate and timely reporting of attendance, truancy and disciplinary incidents as required by contract. Develops Student Attendance Improvement Plans (SAIP) and communicates with parents/guardians timely to prevent chronic absenteeism.	✔	Evidence at the time of the walkthrough that the program implements SDP attendance policies and procedures. Recommend that the program revisit and revise attendance interventions often as 83% of students were chronically absent at the time of the walkthrough.

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
PERSONALIZED LEARNING PLANS *(AEDY Transition & Continuation only)*: Creation (upon enrollment of student) of a Personalized Learning Plan that includes a Transition Plan for student to return to School District.	Not applicable	
PERIODIC ACADEMIC and BEHAVIOR REPORTING: 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.	✓	
GRADUATION AND POST-SECONDARY PLANS: Creation and maintenance of plan for progress towards graduation (including credits needed) and a student-specific post-secondary plan aligned to student interests.	✓	Post-secondary plans reviewed are detailed and clearly indicate students' goals and tasks required to meet post-secondary and graduation requirements.

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
ENROLLMENT of SPECIAL EDUCATION STUDENTS: Enrolls special education population no less than 15% and no greater than 20% of the program capacity.	✓	16% of students enrolled at the time of the walkthrough had an IEP.
BASELINE MEASURES: 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.	✗	1 of 9 IEPs reviewed had sufficient evidence of progressing monitoring. 2 of 2 EL files reviewed included baseline measures.

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
IEP IDENTIFICATION, EVALUATION & REVIEW: Identifies, evaluates, reviews and implements IEPs timely and with fidelity, in accordance with applicable laws.	✘	5 of 9 IEPs reviewed captured student attendance. 7 of 9 IEPs reviewed had sufficient evidence of transition planning.
ANNUAL IEP UPDATES: 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.	✓	33 of 33 IEPs were in compliance for December 1 Child Count (100% compliance rate).
IEP MEETINGS: 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.	✓	
EL IDENTIFICATION, EVALUATION & REVIEW: 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.	✘	0 of 2 EL files reviewed contained support logs for the current school year. 19 of 20 enrollment files reviewed included a completed Home Language Survey.

CATEGORY 2: RECORD KEEPING & COMMUNICATION

STANDARD: COMMUNICATIONS WITH SCHOOL DISTRICT – 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		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
STUDENT INFORMATION SYSTEM UPLOAD: Provides student enrollment, attendance, behavior and coursework information to School District (via SIS) within contractually outlined period.	✓	
ARCHIVE OF HISTORICAL RECORDS: Maintains an archive of all historical student academic and behavioral records.	✓	

STANDARD: COMMUNICATIONS WITH STUDENTS, PARENTS/GUARDIANS AND FAMILIES – 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		
CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
SECURE PERSONALLY IDENTIFIABLE INFORMATION: 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.	✗	0 of 20 enrollment files reviewed contained personally identifiable information. Inconsistent evidence of signed FERPA release forms for students 18 years of age and older; in 4 files, no FERPA form, and in 1 file, there was a parent e-signed FERPA for an 18+ year old student.
ENGAGEMENT WITH PARENTS/GUARDIANS AND FAMILIES: 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.	✓	The program communicates with parents via telephone, email and PowerSchool. Parents are given access to PowerSchool to view student progress. Parents participate in new student orientation.

CATEGORY 3: PERSONNEL

STANDARD: BACKGROUND CHECKS, LICENSES & EDUCATOR CERTIFICATION – Evidence of contractor compliance with relevant contract, state and federal educator personnel requirements		
CONTRACT REQUIREMENTS	**RATING**	**ADDITIONAL NOTES**
EMPLOYEE BACKGROUND CHECKS: Provides evidence of all relevant employee background checks and clearances. Checks and clearances are valid, timely and up to date as appropriate.	✘	FBI Background Check: 5 of 7 employees reviewed had a valid check on file. PA Child Abuse Clearance: 6 of 7 employees reviewed had a valid clearance on file. PA Criminal History Check: 6 of 7 employees reviewed had a valid check on file. Act 168 documentation: 5 of 7 employees reviewed had signed documentation on file prior to their dates of hire. All 7 employees reviewed were within 90 days of hire at the time of the walkthrough.
PROFESSIONAL CERTIFICATIONS: Provides PA certificated teachers in all core instructional areas.	✘	Math teacher not appropriately certified.
PROFESSIONAL CERTIFICATIONS (ADMINISTRATOR): Provides at least one PA certificated administrator per site.	✔	
STUDENT SUPPORT SERVICES STAFF: Provides sufficiently trained and certified/licensed professional staff for student support services including special education and ELs.	✔	

STANDARD: PERSONNEL RATIO & PROFESSIONAL DEVELOPMENT – Evidence of contractor adherence to contractual Personnel Ratios, contractually or statutorily required trainings, and relevant staff professional development		
CONTRACT REQUIREMENTS	**RATING**	**ADDITIONAL NOTES**
PERSONNEL RATIOS: Provides staffing to meet contractual student to teacher ratios and ensures student to support staff ratio is within contractual limits.	✔	
OBLIGATORY TRAININGS: Provides all employees with Act 71, Act 126, and other obligatory PDE professional trainings and monitors timely completion and updates as required.	✘	Act 71: 7 of 7 employees reviewed had a completion certificate on file. Act 126: 4 of 7 employees reviewed had a completion certificate on file for the required 3-hour training that includes human trafficking.

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
ENGAGEMENT IN DISTRICT PROFESSIONAL DEVELOPMENT AND CONTRACTOR MEETINGS: 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
COMMUNITY ENGAGEMENT: Engages community and non-profit providers to provide a diverse and relevant range of non-academic student services and support.	✓	The program partners with organizations to provide mental health services, job training, trauma support, and services for pregnant and parenting students.
COMMUNITY ELICITATION: 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.	✗	5.7% of parents participated in the 2020-2021 district-wide 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
TIMELY ENROLLMENT: 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.	✗	5 of 20 enrollment files reviewed had proof of age that did not match DOB on application. In some cases, minor students signed their own enrollment paperwork.

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
RESIDENCY REQUIREMENT: 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.	✓	20 of 20 enrollment files reviewed contained proof of residency.
RE-ENGAGEMENT CENTER REFERRALS: Contractor has reserved 50% of seats for School District's Engagement Center (REC) and/or partners with the REC to receive referrals.	✓	

CATEGORY 1: ACCOMMODATIVE QUALITY

STANDARD: FACILITIES – Evidence of contractor compliance with established facility guidelines, contractual/statutory requirements and lease terms (if in School District-owned properties)

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
FEDERAL, STATE, & LOCAL REGULATIONS: 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.	✓	The program is housed in School District facility.
FACILITY MAINTENANCE: 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, contactor fulfills the obligations of their lease agreement regarding maintenance and reports facility condition issues timely.	✓	

STANDARD: SCHOOL CALENDAR, TRANSPORTATION AND UNIFORMS – 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

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
CALENDAR: 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.	✓	
TRANSPORTATION: 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.	✓	

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
UNIFORMS: 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.	✓	The program has made good strides with implementation of Policy 252. Program handbook clearly states that students may dress according to their gender identity and there is no delineation between male and female uniforms.

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
TAX LIABILITIES: Provides School District with Certificate of Tax Clearance absolving any city tax liabilities.	✓	
PROOF OF INSURANCE: 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.	✗	At the time of the walkthrough, the program's insurance documentation was not approved by the Office of Risk Management due to lack of Additional Insured Endorsement.

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
FINANCIAL MANAGEMENT: 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.	✓	

CONTRACT REQUIREMENTS	RATING	ADDITIONAL NOTES
MONTHLY INVOICING: Submits monthly invoices timely with complete and accurate student-level information. Information provided can generally be validated against the School District's SIS.	✘	Monthly invoices often require revision to number of students enrolled.