



**Multi-Year Development and Implementation Milestones
Update - March 2007**

Alliance Milestones from 2005 Business Plan	Updated and Adjustments for 2007 Business Plan
<p>School Development and Scale Up</p> <ol style="list-style-type: none"> 1. Develop and submit three to four new charter petitions annually by November 15 for LAUSD charter office and Board approval in target school communities identified in the Alliance Business Plan. <i>November 15, Annually</i> 2. Conduct ongoing analysis of Alliance capacity to increase school scale-up pace while maintaining high quality implementation and student performance outcomes. <i>March 30, Annually</i> 3. Provide start-up loan to support initial opening costs for each school. <i>July 1, Annually</i> 4. Recruit and train highly qualified principals for Alliance schools. <i>April 30, Annually</i> 5. Recruit and train highly qualified teachers for Alliance Schools through multiple recruitment strategies including RISE contract for Alliance schools. <i>June 30, Annually</i> 6. Establish clear consistent system of opening tasks and Alliance services to successfully launch each new Alliance school. <i>May 30, 2005, Ongoing</i> 	<ol style="list-style-type: none"> 1. The Alliance has obtained LAUSD approval of 9 charter petitions, for 7 current schools and 2 of the 3 schools opening in September 2007. Petitions have been submitted and are pending approval for the 3rd school opening in September 2007 and the 3 schools opening in September 2008. In line with the growth plan, 3 to 4 new charter petitions will continue to be submitted annually. 2. The Alliance began scaling up at a rate of 3 new schools per year beginning in the Fall of 2005. Plans to maintain this growth rate were approved by the Board in 2006 and are included in the 2007 Business Plan. The Board will analyze performance and quality outcomes of the school and corporate offices on an annual basis to determine if and when modifications to this scale-up rate are necessary. 3. A start-up loan of \$200K has been provided for each Alliance school. It is reflected in each school's budget unless sufficient funds were raised to provide start-up funds as a direct contribution to schools instead of as a loan. 4. The Alliance's first four principals all came to the Alliance with successful experience both in the classroom and in school administration. The three new principals hired in fall 06 served one year or more in Alliance schools in addition to their previous experience. These principals participated in the CCSA Quality Charter Institute residential training program the summer before their schools opened, and were also assigned an experienced principal as a leadership coach for their first year. This model will continue with the hiring of future principals. 5. Highly qualified teachers who meet NCLB credential requirements have been recruited and trained for all Alliance schools ranging in years of experience from first year to 20 years through multiple strategies. The most successful approaches have been personal recruitment by principals, RISE, Edjoin, recruitment Fairs, Teach for America and the Alliance website. We have also just begun work with the New Teacher Project and continue efforts to identify additional strategies for identifying and recruiting the best possible teachers. 6. A system of opening tasks and services provided by the Alliance's corporate office to launch each school was established in 2005. Through experience and growth in capacity, these have been, and continue to be, revised and refined on an ongoing basis.

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<p>Facilities Acquisition</p> <ol style="list-style-type: none"> 1. Establish partnership with multiple Real Estate Brokers in Los Angeles to expand access to all potential school sites in target communities. <i>Ongoing, Annually</i> 2. Expand partnership with Pacific Charter School Development, Inc. to acquire facilities for lease/purchase in target communities. <i>Ongoing, Annually</i> 3. Establish shared facility partnerships with other Charter Management Organizations with similar educational models where feasible for flexible use of large facilities that can accommodate more than one small school. <i>Ongoing, Annually</i> 4. Identify and acquire large facility sites that can be designed to accommodate more than one Alliance small school. <i>Ongoing, Annually</i> 5. Secure facility for new schools as the first step in the charter school creation process and generate support and funding to support the facility. <i>September, Ongoing</i> 6. Establish a limited liability holding company for ACRPS properties. <i>July 2005</i> 	<ol style="list-style-type: none"> 1. A partnership with CB Richard Ellis was established in Spring 2005 that yielded a significant increase in the identification of potential sites and led to the purchase or lease of 3 Alliance school sites. Efforts to expand to other brokers continue. 2. The Alliance has partnered with PCSD on acquiring and renovating permanent sites for four schools - Gertz-Ressler High School, Richard Merkin Middle School, Huntington Park College-Ready Academy High School, and Heritage College-Ready Academy High School. If possible, we hope to open at least one school per year through this partnership. 3. The Alliance established a shared facility partnership with Aspire Public Schools for our school in Huntington Park. Aspire is operating the middle school and the Alliance is operating the high school. Discussions are already underway to establish partnerships with PUC and KIPP where the Alliance will operate a high school and partners will operate feeder middle schools. 4. A large site at 2023 Union Avenue was designed to accommodate both Gertz-Ressler High School and Richard Merkin Middle School, as well as the Alliance corporate offices. The Alliance has identified other possible large sites under consideration in the Jefferson area. 5. Of the Alliances existing schools, 4 are in permanent sites, 2 are in temporary sites while their permanent facilities undergo construction or renovation, and 1 is in a temporary site while a permanent facility is being identified. The Alliance is in escrow on potential permanent sites for 2 of the new schools opening in fall 2007 and we are pursuing a potential temporary site for the 3rd new school. Funding for all facilities has been received or is being sought from individual and corporate donors on an ongoing basis. 6. The Alliance RE Holding Company, LLC was established in 2005.

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<p>Build Corporate Capacity</p> <ol style="list-style-type: none"> 1. Scale up Alliance staff expertise to provide efficient, high quality services to Alliance schools. <i>June 30, 2006. Ongoing</i> 2. Redesign Alliance corporate organization to establish high performance, non-hierarchical team of leaders. <i>April 30, 2005</i> 3. Develop and publish a clear concise commitment of Alliance services for schools. <i>July 30, 2005</i> 4. Recruit and hire highly qualified individuals to serve as: <ol style="list-style-type: none"> a) Director, Parent Community Engagement. <i>May 30, 2005</i> b) Director, Fund Development. <i>July 30, 2005</i> c) Director, School Development. <i>January 30, 2006</i> d) Director, Information Technology. <i>January 30, 2006</i> 	<ol style="list-style-type: none"> 1. The staff was expanded to include individuals with expertise in parent and community engagement, special projects, fund development and information technology (see #4 below). 2. The organization of the corporate office was redesigned in January 2007 to accommodate school and organizational growth. A chart reflecting these changes was included in the business plan submitted to TBS in January 2007. 3. A system of services provided to each school by the Alliance's corporate office was developed in 2005. Through experience and a growth in capacity, these have been, and continue to be, revised and refined on an ongoing basis. 4. Highly qualified individuals were hired for these positions as follows: <ol style="list-style-type: none"> a) Hired April 2005 b) Hired July 2005 c) Currently Interviewing. Expect to hire by May 2007. d) Hired December 2006 <p>Recruitment is under way for new positions identified as necessary for effective scale-up. We expect to fill these positions by the dates indicated below. They include:</p> <ul style="list-style-type: none"> • Chief Academic Officer, <i>April 2007</i> • Director, New Facilities Project Management, <i>June 2007</i> • Director, Assessment and Data Analysis • Director, Special Education and Student Support, <i>June 2007</i> • Director, College Counseling, <i>April 2007</i> • Director, Professional Development, <i>April 2007</i> • Controller, Finance and Accounting, <i>June 2007</i> <p><u>New milestone added in 2007:</u> Upgrade financial system to ACCPAC, Great Plains or Financial Edge in order to increase efficiency. <i>March 2007</i></p>

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<p>Fund Development</p> <ol style="list-style-type: none"> 1. Contract with professional headhunter to recruit a highly qualified Director of Fund Development. <i>April 30, 2005</i> 2. Develop a strategic plan for ongoing fund development to support Alliance corporate and school costs. <i>May 15, 2005</i> 3. Develop and submit applications for State Charter Implementation and Start-up Grants. <i>July 20, 2005. Ongoing, Annual</i> 4. Submit State Revolving Loan application for each ACRPS school. <i>Annual</i> 5. Submit AB740 Facilities Reimbursement Application for each eligible ACRPS school. <i>Annual</i> 6. Raise \$800,000 in private funds per new school to support the first two years in operation or \$400,000 private funds as matching funds for \$400,000 state charter grant awards. <i>Prior to School Launch</i> 7. Raise \$1.4 million annually to fund operations costs through 2007. <i>Annual</i> 	<ol style="list-style-type: none"> 1. A headhunter specializing in fund development recruitment was engaged in 2005 and resulted in the successful hiring of a Director, Fund Development. In 2006, this position was changed to Chief Development Officer and a new staff member was hired to fill this role. 2. A strategic fund development plan identifying prospects and practices necessary to support Alliance and school expenses was developed in 2005. Efforts to adjust and refine this plan are an ongoing focus of the Chief Development Office, the CEO and the Finance and Fund Development Committee of the Board of Directors. 3. The Alliance has submitted 10 PCSG applications and was awarded 6. Applications for new schools will continue to be submitted each July. 4. Submitted revolving loan application only for Gertz-Ressler High School. Not needed for other Alliance schools. 5. Submitted AB740 application for all eligible Alliance schools including Huntington Park CRAHS, Heritage CRAHS, Richard Merkin MA and Gertz-Ressler HS. Reimbursements to be disbursed in the following amounts are now posted on CDE website: HP - \$48,997; Heritage - \$76,942; RMMS – \$49,604; and GRHS - \$74,818. 6. Matching funds have been secured through private sources for the 6 schools that were awarded PCSG grants. Funds from these private sources, which include NewSchools Venture Fund, Walton Family Foundation, The Broad Foundation and other foundations and individuals, have also provided sufficient support for all schools in operation or opening in fall 07. Funds from these and other sources will continue to be sought as additional schools are opened. 7. Sufficient funding has been raised to support Alliance corporate operating costs through the end of FY 06-07. This milestone was changed in 2007 to include a goal of raising a total of \$1.3 million in private funds by fiscal year 09-10 to fund operations costs for ACRPS corporate offices. After that time, the corporate office will be fully sustained by a 7% fee for services provided to its schools. <i>July 2009</i> <p><u>New milestone added in 2007:</u> Raise \$20 million in private and public funds for capital costs needed to ensure each of the 20 schools has a permanent facility. <i>September 2009</i></p>

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<p>Board Development</p> <ol style="list-style-type: none"> Nominate new active Alliance Board Directors representing the areas of real estate, media industry, education, foundation, and local community leadership. <i>July 20, 2005</i> Conduct Annual Alliance Board Retreat for continuing and new Directors to reflect on and assess effectiveness and efficiency of Alliance governance structure and practices. <i>August 30, 2005, Annual</i> 	<ol style="list-style-type: none"> Since 2005, four new Board members have been added. These members have expertise in the fields of education, law, finance, philanthropy, real estate and community leadership. Efforts to enhance membership of the Board continue. We are currently engaging with Bridgespan as a possible partner to guide Alliance Board and Senior Management in taking an in-depth look and the organization prior to convening a retreat. Alliance Director, Virgil Roberts is on the board of Bridgespan.
<p>Student Information System</p> <ol style="list-style-type: none"> Initiate PowerSchool training and implementation at College-Ready Academy High School. <i>March 30, 2005</i> Establish contract with PowerSchool for all Alliance network schools. <i>July 30, 2005, Ongoing</i> Establish consistent standards-based grading system and progress reports for Alliance schools. <i>November 30, 2005</i> 	<ol style="list-style-type: none"> PowerSchool training and implementation was successfully initiated at Gertz-Ressler High School in the spring of 2005. PowerSchool has been implemented and student data has been inputted at all seven current Alliance schools and will be implemented at all upcoming schools as they are established. Progress in grading consistency has been achieved through the use of PowerSchool. Alliance schools currently engaged in the ongoing work of calibrating consistency of expectations in determining “how good is good enough” to be considered proficient student work and to define “rigor” with consistency. <p><u>New milestones added in 2007:</u> Maintain current CREDO data for all Alliance schools. <i>Ongoing</i> Collect prior school performance data for each individual student. <i>November 1, Annually</i></p>
<p>Student Assessment System</p> <ol style="list-style-type: none"> Establish contract with Edusoft for implementation of interim standards-based assessment at all Alliance network schools in English Language Arts, Mathematics, Science, and History-Social Science. <i>April 30, 2005, Ongoing</i> 	<ol style="list-style-type: none"> While Edusoft addresses the goal of implementing standards-based interim assessments with immediate access to data, the Edusoft item bank is limited in grades 9-12 and is also limited to multiple choice so it does not provide access to student constructed responses. In response, this milestone was adjusted in 2007 to include the identification of an alternative to Edusoft for providing standards-based assessment at Alliance schools. <i>Begin Use April 30, 2007, Ongoing</i> <p><u>New milestone added in 2007:</u> Initiate annual pre-assessment to be administered at beginning of each school year. Use data to develop individual learning plans to determine intervention and/or enrichment needed for individual students. <i>August 2007, Ongoing</i></p>

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<p>Parent/Community Engagement</p> <p>1. Develop parent/community involvement plans and partnerships at each school that support Alliance student outcome goals for high academic performance and college-readiness, <i>July 30, 2005, Ongoing.</i></p> <p>a) Establish partnership with Acción, non-profit organization to educate parents on their role in college-readiness. <i>February 2005, Ongoing</i></p> <p>b) Develop Parent Education Academy in partnership with Families in Schools. <i>February 2005, Ongoing</i></p> <p>c) Implement Parent Academic Mentor Volunteer Program at Alliance high schools beginning with College-Ready Academy as the pilot school. <i>September 2005, Ongoing</i></p> <p>d) Develop a menu of Saturday Parent Education Academies at all ACRPS schools and require parent participation in a minimum of four sessions. <i>October 2005, Ongoing</i></p>	<p>a) Accion provided quarterly workshops for the Alliance's first three high schools to prepare parents and students on college-readiness. On average 90% of parents and students participated. We are also partnering with Hispanic Scholarship Fund on this effort. Other schools will be added as possible.</p> <p>b) Blueprints for Parents, a character education program, was offered at an Alliance high school and middle school and included a series of workshops designed to help parents take an active role in their child's educational experience. Expanding these academies to other schools and increasing parent participation is a strong and ongoing focus.</p> <p>c) This program has been successfully implemented at our school in Huntington Park and with a small group of parents at Gertz-Ressler. Parent mentors at each school have committed to working with their students each year until they graduate and enter college. Efforts to expand the existing program and implement it at other Alliance schools will be ongoing.</p> <p>d) A series of workshops focused on providing support for academic success and college-readiness has been developed for Saturday Academies and evening programs. We will continue to expand the depth and breadth of these workshops and are working to increase parent participation levels on an ongoing basis.</p> <p><u>New milestone added in 2007:</u> Establish a family literacy program for Alliance middle schools beginning with Richard Merkin Middle School. <i>March 2007, Ongoing</i></p>
<p>Annual Program Evaluation and Public Reporting</p> <p>1. Design performance metrics for schools and the Alliance (including Interim Performance Assessments, API rankings, ADA, teacher and principal performance, corporate cost, corporate service quality, student and teacher retention, parent engagement and volunteers, parent satisfaction, etc). <i>November 20, 2005, Ongoing</i></p> <p>2. Publish an Annual Public Report on Alliance and Alliance School Performance. <i>January 30, 2006</i></p> <p>3. Establish contract with external third-party evaluator to assess Alliance and Alliance School Performance. <i>January 30, 2006</i></p>	<p>1. A series of performance metrics as described in the 05 business plan was designed in the fall of 2005. Performance metrics were redefined in the 2007 Business Plan to set specific expectations for shared high quality accountability for student outcome goals, and enabling or implementation goals for the Alliance and its schools. <i>Ongoing</i></p> <p>2. The first accountability reports, based on the metrics outlined in the 2005 business plan, were developed and circulated in October 2006. These reports will continue to be published and distributed annually in October.</p> <p>3. The Alliance contracted with Public Works to conduct its annual 3rd party evaluation for 2006-07. Results of the assessment to be published July 2007.</p>

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<p>Public Relations and Marketing</p> <ol style="list-style-type: none"> 1. Create marketing tools (updated brochures, folders, information summaries) for Alliance organization and schools to publicize progress and small schools impact. <i>Initiate April, 2005, Ongoing</i> 2. Develop and maintain Alliance Website, including implementation progress, job descriptions and online student enrollment capacity. <i>Initiate March, 2005, Ongoing</i> 3. Develop and publish quarterly electronic Alliance Newsletter. <i>Initiate June 2005, Ongoing</i> 	<ol style="list-style-type: none"> 1. Marketing tools including folders, brochures, student applications, and information summaries were initially developed in 2005 and are updated on an ongoing basis. 2. The Website was established in 2005 by DES, who continues to maintain the site under the direction of the Alliance staff. Included is information about schools, progress and goals, enrollment, staff, board, donors and employment opportunities, etc. Further and ongoing development continues. 3. The first Alliance newsletter was published in June 2005. They continue to be published and distributed on a quarterly basis and are made available on the Website and in printed form in both Spanish and English.
<p>Build Teacher Capacity and Quality</p> <ol style="list-style-type: none"> 1. Develop performance-based compensation for Alliance teachers based on schoolwide, team and individual performance implementation and student growth results. <i>Initiate Development February 30, 2006</i> 2. Evaluate effectiveness of performance-based compensation. <i>July 2006 – June 2009</i> 3. Design and implement strategy for sharing teacher best instructional practices between and among Alliance schools and other local Charter Management Organizations and schools. <i>Initiate January 30, 2006, Annual</i> 	<ol style="list-style-type: none"> 1. The first phase of the Alliance performance-based compensation will be launched in Fall 2007 and will focus on school-wide shared accountabilities for all employees. Phase two will focus on individual performance incentives. We have contracted with Jeff Stephen, a consultant, who is gathering best practices, and working with school principals and Alliance leadership to help draft a multi-phased implementation plan including metrics linked to accountability and training. 2. Evaluation of phase one will take place after the first year of implementation. 3. To share best practices among Alliance schools, we are working with UCLA School Management Program on training and implementation of classroom walk-throughs and “critical friends groups.” This is also a focus of our regular and summer professional development sessions. We also work to share best practices with outside groups through NewSchools Venture Fund Summits and Community of Practice Sessions, CCSA and LAUSD Charter Division and participation in the CCSA Joint Powers Authority. <p><u>New milestone added in 2007:</u> Improve quality of teacher recruitment and selection through New Teacher Project and earlier section and placement of teachers. <i>Ongoing</i></p>

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	<p data-bbox="800 170 1403 226"><u>New section added in 2007 to address results of initial assessments in Alliance schools:</u></p> <p data-bbox="800 260 1338 317">Accelerate Performance in Math and English Language Arts in All Alliance Schools</p> <ol data-bbox="800 323 1419 653" style="list-style-type: none"> <li data-bbox="800 323 1377 411">1. Improve teacher quality through New Teacher Project teacher recruitment and selection. <i>May 2007, Ongoing</i> <li data-bbox="800 417 1419 474">2. Train math teachers and implement Carnegie Math Cognitive Tutor. <i>March 2007, Ongoing</i> <li data-bbox="800 480 1403 558">3. Partner with universities (LMU, CSULA, UCLA) to provide academic coaching in English language arts and math. <i>June 2007, Ongoing</i> <li data-bbox="800 564 1377 653">4. Recruit math and English language arts tutors through partnerships with CSULA, LMU, UCLA and USC. <i>April 2007, Ongoing</i>