

**MCSC**  
**MAINE CHARTER  
SCHOOL COMMISSION**

TO: Danielle Denis Governing Board Chair, Community Regional Charter School  
Travis Works, Executive Director, Community Regional Charter School

FROM: Lana Ewing, Chief Program Officer  
Maine Charter School Commission

DATE: August 23, 2022

RE: Intervention Level 2

---

During the Commission Meeting on June 23, 2022, the Commission voted to approve that the Community Regional Charter School (CRCS) charter contract conditions had been met allowing CRCS to continue operating in its 5-year charter contract term. These contract conditions were voted on by the Commission on December 14, 2021 to be substantially executed by the charter contract renewal deadline.

While the Commission found that CRCS had met the contracted conditions to its satisfaction, the Commission will continue to progress monitor the SY 2021-2022 conditions to gauge continued satisfactory performance during SY 2022-2023.

The Commission continues to be concerned with the high chronic absenteeism rate, overall student performance and the impact of the ongoing facilities development on the school program. Because the school continues to not meet performance targets, the Maine Charter School Commission is initiating its [Intervention Protocol - Level 2](#) (attached below). The Commission assigns the school to Intervention Level 2 for the following reasons:

- Failure to meet multiple performance targets;
- Failure to satisfactorily remedy or make substantial progress toward remedying previously-identified concern. (Insubstantial follow-up from Intervention Plan in February 2020, due to lack of state assessment because of COVID).

Currently, CRCS performance in the identified areas of concern are as follows:

- Percentage of students who are chronically absent: 37%
- Percentage of students meeting the NWEA MAP RIT target benchmark:
  - Math: 41%
  - Reading: 49%
  - Language: 46%
- School has self-identified that the current facilities and ongoing construction delays have limited its ability to meet all program and enrollment needs.

CRCS will provide a status update on progress toward meeting the following benchmarks at least once every three months during the 2022-2023 school year. Additionally, CRCS will provide progress updates on conditions previously identified during SY 2021-2022.

- CRCS will meet the chronic absenteeism benchmark in the Performance Framework: less than 18% of students are chronically absent.
- CRCS will meet student assessment NWEA MAP RIT target benchmark in the Performance Framework: 60-70% of students will meet RIT in grades 3-8 and grade 10.
- CRCS will meet the post-secondary assessment benchmark in the Performance Framework: 75-85% of students will be college ready as measured by SAT, Accuplacer, or ASVAB.
- CRCS will generate a construction completion timeline for facility work required to meet enrollment and program needs by September 30th. The plan should include the related impact on finances, debt, and enrollment (facility assessment, project plans and any data/programming prepared so far, and a calendar of facility meetings and other key dates).

## INTERVENTION PROTOCOL

### Maine Charter School Commission

The fundamental responsibility of the Maine Charter School Commission (MCSC) is to ensure quality charter school oversight that maintains high standards of school performance, upholds school autonomy, and safeguards student and public interests. One of the primary mechanisms for fulfilling this purpose is a comprehensive accountability system that sets clear standards of performance, protects school accountability, and includes oversight to evaluate performance and monitor compliance.

Through its ongoing monitoring of schools' performance, the MCSC may uncover academic, financial, or operational performance that does not meet its established standards. The MCSC has established an Intervention Protocol for how it will respond to areas of deficiency.

If at any time the MCSC determines, as the result of receiving a complaint or on its own review of the information obtained through the monitoring process, that it has significant concerns regarding a school's failure to comply with the terms of the charter contract or governing law, or concerns regarding the school's ability to meet its performance targets, the Commission will deliver a Letter of Concern to the governing board of the School. Such notice shall identify the specific concerns, stating that the concerns represent potential violations of law or the Charter that could lead to sanctions by the Commission up to and including revocation of the Charter. The Commission shall require a written response within ten calendar days of receipt of the notice by the School.

If the school's response to the Commission's Letter of Concern results in confirmation that the school's performance and/or compliance is unsatisfactory the Intervention Protocol will be followed.

Some conditions that could trigger intervention are (and are not limited to):

- Failure to meet academic performance expectations, as identified in the Performance Framework;
- Failure to meet indicators of financial liability or sustainability;
- Non-compliance;
- Violations of federal or state statutes and applicable board policy and/or breaches of contract;
- Issues pertaining to student safety, equity, or access;
- Adverse findings in routine oversight; or
- Substantiated complaints.

The Intervention Protocol is intended to be used to assist in the decision making process which will be guided by the professional judgment of MCSC staff and commissioners.

The MCSC reserves the right to skip levels of intervention, as necessary, and to move toward immediate closure of a school upon a finding that the health, welfare or safety of pupils enrolled is at imminent risk.

Status	Conditions that may trigger status (may meet one, some or all)	Consequences (may require one, some or all)
Level 1	<ul style="list-style-type: none"> <li>• Indications of weak or declining performance identified through routine monitoring, site visits, or other means;</li> <li>• Repeated failure to submit requirements by due date</li> </ul>	<ul style="list-style-type: none"> <li>• Letter of Concern sent to school board from MCSC detailing the concern</li> <li>• As applicable, MCSC's requirements for resolution, timeline, and consequences if not satisfactorily remedied</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Failure to satisfactorily remedy or make substantial progress toward remedying previously-identified concern;</li> <li>• Failure to meet multiple performance targets;</li> <li>• Failure to comply with applicable law or breach of contract</li> </ul>	<ul style="list-style-type: none"> <li>• Letter of Concern sent to school board from MCSC detailing the concern</li> <li>• As applicable, MCSC's requirements for resolution, timeline, and consequences if not satisfactorily remedied</li> <li>• Specialized site visit, as necessary;</li> <li>• Meeting with school board as necessary;</li> <li>• Corrective action plan developed by the school and approved by the MCSC, as necessary;</li> <li>• Probation with interview and public hearing, as necessary</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Multiple "does not meet expectation" ratings on Performance Framework;</li> <li>• Continued failure to comply with applicable law or with the charter contract;</li> <li>• Failure to meet or make sufficient progress toward meeting terms of corrective action plan, as relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Corrective action plan developed by the school and approved by the MCSC, as necessary;</li> <li>• Meeting with the school board;</li> <li>• Probation with interview and public hearing, as necessary;</li> <li>• As relevant, the MCSC may appoint an agent to monitor the implementation of a corrective action plan</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>• Extended pattern of failure to comply or to meet performance targets;</li> <li>• Failure to satisfactorily address or make sufficient progress toward meeting terms of probation</li> </ul>	<ul style="list-style-type: none"> <li>• Specialized site visit, as necessary;</li> <li>• Proposal of Termination - written notice from MCSC stating reason for proposed termination at least 60 days prior to proposed effective date of termination</li> </ul>

# CRCS SY 2022-2023 Conditions Tracker

## Intervention Level 2



*CRCS will provide a status update on the below areas of concerns at least once every three months during the 2022-2023 school year.*

CRCS' governing board will address the following:

### Set 1: Adopted December 2021

FINANCIAL AUDIT (revised August 2022)	
CRCS will provide evidence of a clean audit for FY 22 by December 30, 2022.	
December 29, 2021 COMPLETED	<ul style="list-style-type: none"> <li>CRCS Board leadership submitted the financial audit through Epicenter by the deadline</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>Commission voted that this condition was met: CRCS will promptly provide the financial audit completed by an independent third party company to the MCSC by December 31, 2021</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

BOARD REVIEW OF ORGANIZATIONAL BYLAWS (revised August 2022)	
MCSC and CRCS will periodically review bylaws during board meetings in SY 22-23.	
May 25, 2022 ON TRACK TO MEET	<ul style="list-style-type: none"> <li>Submitted and will review by Executive Committee</li> </ul>

2022 Summer Progress Check	<ul style="list-style-type: none"> <li>The Commission voted that this condition was met: MCSC and CRCS will identify and retain an external partner to review and provide recommendations on how CRCS' bylaws can be revised and strengthened. This is to be completed within 120 days of December 15, 2021, which is April 14, 2022. The report produced should provide specific recommendations on how to strengthen organizational bylaws. MCSC will review the findings of the report and determine the appropriate course of action including timelines for implementing changes to be completed by the Board of CRCS.</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

**BOARD DEVELOPMENT (revised August 2022)**

CRCS will meet the Board Training criterion outlined in the Performance Framework: Board members will engage in a baseline of annual training and development using the following guidelines. ([LINK](#))

May 25, 2022 ON TRACK TO MEET	<ul style="list-style-type: none"> <li>Updated progress on training module participation from board members</li> <li>Exploring ways to enhance the self assessment tool</li> <li>On the agenda for the board's governance committee; chair recommends that we find a new tool</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>The Commission voted that this condition was met: CRCS will join and participate in the board training pilot in the Spring of 2022. MCSC will be available to support members of the CRCS governing board in achieving this condition. This condition is contingent on the launching of the board training pilot.</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

**BOARD REORGANIZATION (revised August 2022)**

CRCS will regularly review board member attendance and engagement and continue the work of board-member evaluation to ensure the organization is well-positioned to govern effectively

and hold the officers (school leaders) of the organization accountable.	
May 25, 2022 ON TRACK TO MEET	<ul style="list-style-type: none"> <li>• June board meeting will consider new members and officer positions</li> <li>• Discussed with the chair the process for selecting new board leadership positions</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>• The Commission voted that this condition was met: CRCS will ensure the organization is well-positioned to govern effectively and hold the officers (school leaders) of the organization accountable. CRCS will provide a Board restructuring plan due by February 4, 2022 and demonstrate progress on the plan by May 6, 2022.</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

Set 2: Adopted March 2022

FACILITIES & SAFETY (revised August 2022)	
CRCS will generate a construction completion timeline for facility work required to meet enrollment and program needs by September 30th, The plan should include the related impact on finances, debt, and enrollment (facility assessment, project plans and any data/programming prepared so far, and a calendar of facility meetings and other key dates).	
May 25, 2022 PROGRESS IS BEING MADE	<ul style="list-style-type: none"> <li>• Chair submitted information to the school performance committee on 5/24</li> <li>• Stated that it has been difficult to find quality contracting work</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>• Commission voted that enough progress was made on this stipulation to approve the overall contract stipulations: CRCS will ensure that its Overman Academy building in downtown Skowhegan is safe for students and staff by providing a facilities assessment completed by a neutral third-party to be completed by May 10, 2022</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

INDEPENDENCE IN AUDITING SERVICES (revised August 2022)	
CRCS will provide an update naming its new independent auditor.	
May 25, 2022 MET CONDITION	<ul style="list-style-type: none"> <li>Issued RFP and distributed directly to known firms</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>The Commission voted that this condition was met: CRCS will ensure that its audits are free from influence and strictly independent. This requires the operator to ensure adequate rotation of auditing services. The operator should solicit a new independent auditor. CRCS will issue an RFP for a new auditor during the next audit cycle.</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

FINANCIAL MANAGEMENT AND CONTROLS (revised August 2022)	
If SY 22-23 audit contains a management letter commenting on material weaknesses, the Board will address all weaknesses and review with the Commission staff.	
May 25, 2022 WILL LIKELY MEET THIS CONDITION	<ul style="list-style-type: none"> <li>Chair submitted information to the school performance committee on 5/24</li> </ul>
2022 Summer Progress Check	<ul style="list-style-type: none"> <li>Commission voted that this condition was met: Ensure that all management letter comments and material weaknesses over procurement are addressed. Document process changes and initiate oversight and score carding. CRCS will launch a review of financial policies. CRCS will have this process completed by June 14, 2022.</li> </ul>
SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

(New) Intervention Level 2 Conditions:

Intervention Level 2 Condition: CRCS will meet the chronic absenteeism benchmark in the Performance Framework: less than 18% of students are chronically absent.

SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

Intervention Level 2 Condition: CRCS will meet student assessment NWEA MAP RIT target benchmark in the Performance Framework: 60-70% of students will meet RIT growth.

SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	

Intervention Level 2 Condition: CRCS will meet the post-secondary assessment benchmark in the Performance Framework: 75-85% of students will be college ready as measured by SAT, Accuplacer, or ASVAB.

SY 2022-2023 BoY Meeting	
SY 2022-2023 Mid year meeting	
SY 2022-2023 EoY Meeting	