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Dr. Tennell Brewington
Co-Director

Sean P. Moore
Co-Director

November 6, 2014

Delaware Department of Education
Charter School Office
401 Federal Street, Suite 2
Dover, DE 19901
Attention: Ms. Michelle Whalen

Ladies and Gentlemen:

Based on questions raised during the Charter School Accountability meeting on October 14, 2014 and in the Renewal Application Initial Report of October 22, 2014, Family Foundations Academy would like to submit the following information as a supplement to our Renewal Application. Chief Operating Officer Sean Moore and Chief Academic Officer Tennell Brewington have reviewed this with the Board to ensure the information is responsive to the questions raised. While this response is due November 7, we wanted to submit it early enough to allow the full Committee to review this supplemental information which we believe merits Family Foundations Academy having its charter renewed for a five-year period.

Information Requested in CSAC Initial Report

1. Information regarding the components of the school's Internet Policy. Attached as Exhibit 1A is the Internet Safety Policy which can be found on the FFA website. FFA also subscribes to the I-Safe Curriculum to ensure the students understand how this policy affects them in the classroom and at home. See Exhibit 1B.
2. Revenue Sheets. The Revenue Sheets are attached as Exhibit 2 hereto.
3. Information about the foundation grant not being a foundation grant. FFA runs before and after care and summer camp as a service to its parents. In the interest of full disclosure, FFA placed those revenues in the "Foundation Grant" column so that they would show as a source of revenue to FFA. As was made clear, there is no "Foundation Grant". Please let us know if there is a preferred method for disclosing this revenue.
4. Detailed plan regarding how the school addresses complaints, including trend information. Grievance Process and Policy: Last spring, FFA's Satisfaction Officer undertook to train staff on adopting a customer service approach with parents and

community members. At that time, a Complaint Process with a complaint form was put in place. See Exhibit 3A. To support this process, a Grievance Policy was adopted by the FFA Board and is attached as Exhibit 3B. FFA is committed to ongoing process improvement and delivering exceptional customer service to establish lasting relationships. In May 2014 Family Foundations Academy implemented a formalized process for handling highly concerned customers and complaints within a 48-hour timeframe. In addition, front-line staff attended numerous customer service trainings such as:

- Customer Service Excellence – How to over-deliver!
- Effective communication in the workplace
- How to deal with highly concerned parents/customers
- How to be Brand Ambassadors for FFA

A Satisfaction Officer was designated to be the central point of contact for all complaints. All complaint calls/correspondence are directed to the Satisfaction Officer who follows the new Complaint Handling Process and works directly with Co-Directors on strategy and next steps for each complaint. Meetings are set with all parties involved. We work with each family until a positive resolution is reached. This new process has proven to be tremendously successful. We requested a copy of all complaints that were filed by parents with the DOE from August 2013 to present. Jennifer Nagourney was kind enough to send them. Below please find the trend report for Family Foundations Academy complaints:

Date	Name of Parent	Name of Student	Complaint	Resolved
1/30/14	BP	BP	Concerns about a teacher	Yes
2/5/14	AD	KW	Issue with a dean	Yes
2/7/14	CR	NL	Student altercation not resolved	Student did not return to the school
3/5/14	MB	JB	Bus issue & homework assignment issue	Student did not return to the school
3/12/14	RW	AT	Policies & demerits	Yes Meeting held with parent and deans and Dr. Brewington
3/24/14 & 6/5/14	LH	ZH	Injury & bus issue	Yes – ongoing with insurance co

Trend Report by Month

Month	Number of Complaints provided by the DOE
January 2014	1
February 2014	2
March 2014	3
April 2014	0
May 2014	0
June 2014	1* (continuation from complaint filed in March 2014)
July 2014	0
August 2014	0
September 2014	0
October 2014	1 – BP – NN

The Satisfaction Officer is evaluated by the Chief Operating Officer to whom she reports. While her husband is President of FFA's Board, the Board President had no role in her hiring and she does not report to him. Her compensation was set after reaching out to sources independent of FFA to determine the compensation level for individuals with similar responsibilities and qualifications. FFA is thrilled to have Pat Brooks as part of our leadership team.

1. Information regarding how the school will address the non-compliant areas on the Organizational Framework over the next six months. FFA met 8 of the 13 measures under the Organizational Performance Framework Report. Below is detailed FFA's actions with respect to the five "Does Not Meet" measures, some of which took place prior to the end of the 2014 Fiscal Year.

- a. Measure 1a. Is the school implementing the essential terms of the charter's education program as defined in the current charter, and complying with applicable state and federal requirements?

Noncompliant with the statutory requirements of special education. FFA misreported one student as needing special education services when they did not. That was corrected on April 30, 2014. Please note that in Math and ELA, our special needs students exceeded the State Annual Measurable Objectives by more than 10 percent (Measure 2b on the Academic Framework Report).

Noncompliant with the federal requirements of the school nutrition program. This program is been brought into compliance as set forth in the attached letter dated April 3, 2014 from the Department of Education School Nutrition Programs Office (see Exhibit 4A). Ms. Morris was named Meals Program

Manager in November 2014, and this has had a positive effect on proper documentation of the program.

Noncompliant with the statutory requirements of Title IIA. This issue related to a use of less than \$3,000 of Title II, Part A Grant funds in 2012 to train in FFA's Directors of Curriculum and Instruction to "increase student academic achievement through strategies such as improving teacher and principal quality, and increasing the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools." Section 2101(1) of Title II. This training is historically given to assistant principals at public schools; the Directors of Curriculum and Instruction fulfill this function for FFA. After helpful discussions with the Department, FFA agreed to update the job descriptions of the Directors to properly reflect their duties related to improvement of teacher quality.

Noncompliant with the federal requirements of the Children's Internet Protection Act. Please see response to Question 1 above.

- b. Measure 1b. Is the school meeting financial reporting and compliance requirements?

Monthly financial statements have not been posted per statutory requirements. This situation was remedied in September 2014 once our website revamp was completed.

Noncompliant with statutory requirements of checkbook posting. This situation was remedied in September 2014. Please note that the on-line checkbook link appeared on the FFA website for 10 of the 12 months of the 2014 academic year.

Citizens Budget Oversight Committee meeting information has not been posted per statutory requirements. Our Citizens Budget Oversight Committee met on October 20, 2014; the agenda is posted on our website and is attached as Exhibit 4B. CBOC President Gregory Smith reported on the meeting at our October 21, 2014 Board meeting. Minutes will be posted once approved at the January 12, 2015 CBOC meeting.

- c. Measure 3a. Is the school complying with governance requirements?

School Board meeting information has not been posted per statutory requirements. This situation was remedied in September 2014 once our website revamp was completed.

School Board was noncompliant with the conflict of interest statutory requirements. The Board of Directors of FFA takes its conflict of interest responsibilities very seriously. On February 22, 2014, the Board spent its Saturday being trained by an attorney from Fox Rothschild on its legal duties and financial responsibilities under Delaware law. Among the topics addressed were: functions of the Board; what is expected of Board members; the Board's duty of care; the Board's duty of loyalty; the Board's duty of obedience; the financial responsibilities of the Board; and governance vs. management: who does what. Though there is no statutory prohibition against Mr. Moore serving both on the Board and as Chief Operating Officer, it was decided that a better practice would be for him to function solely in one role. Please note that his dual role was acknowledged by the Department without concern at FFA's last charter renewal (see Exhibit 4C). When the Conflict of Interest Policy (see Exhibit 4D) was revised on February 25, 2014 at the School's public Board meeting, Mr. Moore resigned from the Board. A new Board member, Monnica May, has since been added.

d. Measure 3c. Is the school complying with reporting requirements?

Please see response to Measure 1a.

e. Measure 4c. Is the school meeting all staff credentialing requirements?

Highly Qualified Teacher (HQT) percentage did not meet the statutory requirement. The school is consistently has a HQT percentage over 90%. There are presently two teachers that are not HQT. Dr. Brewington is working with them to ensure that they are making progress toward credentialing as HQT teachers.

Information Responsive to the Discussions during the Renewal Application Initial Meeting

There were other topics which arose during the CSAS Initial Meeting on October 14, 2014 where updated information has been gathered by Family Foundations Academy for your consideration.

Low Performance among English Language Learners: To further support our ELL students and enhance their academic performance, FFA now contracts with Back to Basics.

Math Units do not meet standard: Attached as Exhibit 5A is the Fifth Grade Learning Focused Unit using the Engage NY Module. Attached as Exhibit 5B is the Revised Math Unit with Summative Assessment reflecting helpful input from the Department.

Science Unit with outdated standards: FFA is part of the Science Coalition ensuring that our standards are current. Our Memorandum of Understanding is attached hereto as Exhibit 6.

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Evaluations of Co-Leaders: Dr. Brewington and Mr. Moore were evaluated by the Board by hiring an independent consultant who conducted a "360" for both leaders and met with them individually to review the results of those surveys. One key action step was conducting a "Yours, Mine and Ours" discussion around shared responsibilities for both leaders. See Exhibit 7 hereto.

Evaluation of teachers on the Delaware Performance Appraisal System: Two members of the Administrative team were sent to training on the DPAS II system to facilitate its use as an evaluation tool for teachers.

Re-Credentialing of Dr. Brewington: While Dr. Brewington's credentials as a School Leader had not expired, Dr. Brewington has completed the re-credentialing process.

We look forward to addressing any final questions at our hearing on November 12.
Thank you for your guidance throughout this process.

By: Sean Moore
Mr. Sean Moore
Chief Operating Officer

By: Dr. Tennell Brewington
Dr. Tennell Brewington
Chief Academic Officer

cc: Mr. Byron Books, Board President