



**ATLANTA NEIGHBORHOOD  
CHARTER SCHOOL**  
helping students learn to use their minds well

# Atlanta Neighborhood Charter School

## Board Meeting

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### **Date and Time**

Tuesday April 21, 2015 at 6:30 PM

### **Location**

ANCS Elementary Campus - 688 Grant St. 30315

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Notice of this meeting has been posted on the ANCS website and Facebook page and in the main office at each ANCS campus.

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## Agenda

	Purpose	Presenter	Duration
<b>I. Opening Items</b>			
A. Record Attendance and Guests		Melissa McKay-Hagan	2
B. Call the Meeting to Order		Mitch White	2
C. Public Comment		Mitch White	10
D. Approve Minutes	Approve Minutes	Melissa McKay-Hagan	3
E. Principals Open Forum		Lara Zelski	5
F. PTCA Report			10
<b>II. New Business</b>			
<b>III. Fund Development</b>			
A. Quarterly Performance Dashboard Review	FYI	Matt Underwood	10
B. Community Input & Decision-Making Policy	Discuss	Matt Underwood	15
<b>IV. Educational Excellence</b>			
A. ANCS Policy Manual update	Discuss	Alice Jonsson	10
<b>V. CEO Support And Eval</b>			
A. Engagement for FY15 financial audit	Vote	Mitch White	5
B. Monthly Finance & Operations Report	FYI	Mitch White	10
C. FY16 budget - initial draft	Discuss	Mitch White	20
<b>VI. Business &amp; Operations</b>			
A. Monthly Fund Development Report	FYI	Narin Hassan	10
<b>VII. Board Governance</b>			
A. Monthly Personnel Report	FYI	Lia Santos	10
<b>VIII. Old Business</b>			

<b>A.</b> Charter Renewal, Attendance Zone, and Enrollment Policy	Discuss	Mitch White	10
<b>B.</b> 2015-16 ANCS Board Slate	Vote	Mitch White	7
<b>C.</b> List of Upcoming Events	FYI	Mitch White	2

**IX. Executive Session**

<b>A.</b> May be entered into to discuss matters related to real estate, litigation, and/or personnel	FYI		10
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**X. Closing Items**

<b>A.</b> Brief Meeting Reflection	Discuss	Mitch White	5
<b>B.</b> Adjourn Meeting	Vote	Mitch White	2

## Agenda Cover Sheets

**Section:** I. Opening Items  
**Item:** F. PTCA Report  
**Purpose:** FYI  
**Goal:**  
**Submitted by:**  
**Related Material:** PTCA Report April 2015.docx

**Section:** III. Fund Development  
**Item:** A. Quarterly Performance Dashboard Review  
**Purpose:** FYI  
**Goal:**  
**Submitted by:** Matt Underwood  
**Related Material:** ANCS Performance Dashboard SY14-15\_spring.xlsx.pdf

**BACKGROUND:**  
Quarterly performance dashboard tracking key metrics

**RECOMMENDATION:**  
Review

**Section:** III. Fund Development  
**Item:** B. Community Input & Decision-Making Policy  
**Purpose:** Discuss  
**Goal:**  
**Submitted by:** Matt Underwood  
**Related Material:** ANCS Guide to Decision Making\_draft.pdf

**BACKGROUND:**  
Draft of policy to guide the decision-making process at ANCS. Created in collaboration between ANCS leadership team and PTCA executive committee.

**RECOMMENDATION:**  
Review for vote in May

**Section:** IV. Educational Excellence  
**Item:** A. ANCS Policy Manual update  
**Purpose:** Discuss  
**Goal:**  
**Submitted by:** Matt Underwood  
**Related Material:** ANCS Complete Policy Manual BOARD REVIEW 04.16.15-2.pdf

**BACKGROUND:**  
Draft of part one of ANCS policy manual created by The Manual Makers. First section is a summary guide to reviewing the manual.

RECOMMENDATION:

Review with plan to vote in May

**Section:** **V. CEO Support And Eval**  
**Item:** A. Engagement for FY15 financial audit  
**Purpose:** Vote  
**Goal:**  
**Submitted by:** Matt Underwood  
**Related Material:** ANCS EL.pdf

BACKGROUND:

Engagement letter for required annual financial audit

RECOMMENDATION:

Approve

**Section:** **V. CEO Support And Eval**  
**Item:** B. Monthly Finance & Operations Report  
**Purpose:** FYI  
**Goal:**  
**Submitted by:**  
**Related Material:** 03\_31\_15 Cash Flow.pdf  
03\_31\_15 Finance Committee Report pg 2.pdf  
03\_31\_15 Finance Committee Report.pdf  
March2015FinancialsSummary.pdf

**Section:** **V. CEO Support And Eval**  
**Item:** C. FY16 budget - initial draft  
**Purpose:** Discuss  
**Goal:**  
**Submitted by:**  
**Related Material:** April2015BudgetDiscussion.pdf  
DRAFT Budget FY16 4-17-15.pdf  
FY16 Income and Expense Assumptions.pdf

**Section:** **VI. Business & Operations**  
**Item:** A. Monthly Fund Development Report  
**Purpose:** FYI  
**Goal:**  
**Submitted by:**  
**Related Material:** Apr 2015 Report - Mar Donations - Amended Sent-2.xlsx  
Fund development report April.ppt

**Section:** **VIII. Old Business**

**Item:** A. Charter Renewal, Attendance Zone, and Enrollment Policy  
**Purpose:** Discuss  
**Goal:**  
**Submitted by:** Mitch White  
**Related Material:** CharterRenewalAttendanceZoneandEnrollment.pdf

BACKGROUND:

Update on process of making decision regarding ANCS enrollment policy

RECOMMENDATION:

Review

**Section:** **VIII. Old Business**  
**Item:** B. 2015-16 ANCS Board Slate  
**Purpose:** Vote  
**Goal:**  
**Submitted by:** Mitch White  
**Related Material:** BoardRatificationofNewDirectors.pdf  
IncomingBoardBios.pdf

## ANCS PTCA Board Report April 2015

### Overview

PTCA held Run with the Wolves on Saturday April 18. We extend a huge thank you to Michael Michelades and his committee, the volunteers, the runners, and the sponsors for a great event.

### Challenges or Issues

We are ramping up our search for new officers for next year.

Our final PTCA meeting on May 11 will be a school community picnic with performances by the band and the chorus.

### Monthly Highlights

- Teacher Appreciation Week led by Beth Powell and Charlotte Schwartz was a huge success. PTCA loves our faculty and staff and enjoyed the opportunity to show them some much deserved appreciation.
- PTCA approved over \$5000 in mini-grants to benefit the ANCS community. Grants included support for field trips, cross country uniforms, travel expenses for professional learning, and new atomic clocks.

### Upcoming PTCA Events

May 1: Middle Campus  
Talent Show at Jackson  
Theater

May 11: General PTCA  
Meeting at EC

Monthly Overview

ANCS Performance Dashboard	K-8									
	2014-15 SY	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Δ
<b>Student Academic Performance</b>										
Percentage of students meeting standards in all content areas					65%			75%		
Percentage of students exceeding standards in at least one content area					4%			6%		
National norm referenced test - Reading (% of students showing NPR growth)						59%				
National norm referenced test - Math (% of students showing NPR growth)						53%				
National norm referenced test - Reading (average NPR)	61					67				
National norm referenced test - Math (average NPR)	70					74				
<b>School Climate &amp; Culture</b>										
Level 3/4 behavior incidents	3	11	18	20	12	2	4	5		
% of students who feel safe at school (based on survey responses)			90%			91%				
Mobility (% enrolled on day 1 who are currently enrolled)	99%	99%	99%	100%	99%	100%	100%	99%		
Average Daily Student Attendance	96%	98%	97%	97%	93%	97%	96%	95%		
<b>Stakeholder Satisfaction</b>										
Student Satisfaction (based on survey responses)			84%			83%				
Parent Satisfaction (based on survey responses)			93%			95%				
Staff Satisfaction (based on survey responses)			98%			97%				
<b>Leadership &amp; Organizational Performance</b>										
Surveys of instructional practice avg above district and state								Yes		
Number of formative evaluations completed						100%				
Average Daily Faculty/Staff Attendance	96%	96%	98%	97%	94%	95%	95%	95%		
<b>Financial &amp; Operational Management</b>										
Annual campaign on track to financial goal					Yes	Yes	Yes	Yes		
Annual campaign family participation %										
Expense categories within budgeted amount	Yes	Yes	Yes	No	No	Yes	Yes	Yes		
Positive net operating income	Yes	Yes	Yes	No	No	No	No	No		



# **Input & Decision-Making at the Atlanta Neighborhood Charter School**

In making decisions for our school community, we are guided by principles and supported by practices that give voice to those directly impacted by decisions and provide clarity so that decisions can be made effectively *and* efficiently.

## **What principles guide the decision-making process at ANCS?**

Our ANCS Guiding Principles are used to guide the decision-making process at ANCS.

### *1) We come to school and every class prepared to learn and do our best.*

- We define problems clearly and involve all those affected in inquiry before we advocate for solutions.
- We propose solutions that are crafted with thoughtful consideration primarily on how they affect teaching and learning and the health and wellbeing of the children in our community.
- We balance the need for efficient decision-making with the need to solve problems collectively and cooperatively.

### *2) We respect each other, our surroundings, and ourselves.*

- We are all part of the same team; we collectively own problems, and we collectively solve them.
- We share feedback and input in a constructive way. We listen to feedback and input with an open-mind.

### *3) We take responsibility for our actions and learning.*

- We accept the responsibilities associated with our role in the school community as teachers, parents, or administrators and respect the roles of others.
- We recognize that we can learn from the perspectives and experiences of others and commit to listening and assuming goodwill.

### *4) We resolve conflicts in a peaceful, meaningful, thoughtful way*

- We allow conflict and differing ideas to exist, and we recognize that tension may be a part of making decisions.
- We focus on solutions, not blame, and presume positive and constructive intentions on the part of others.

### *5) We celebrate our individual and collective successes.*

- We celebrate our culture of cooperation, trust, and partnership as part of what makes us special as a school community.

## **Who makes what decisions?**

The framework below seeks to lay out what types of decisions are made by which people/groups.

<b>Decision-Making Body</b>	<b>Jurisdiction</b>	<b>Examples</b>
<p><b>Governing Board</b></p> <p>(ANCS by-laws require majority of board members to be ANCS parents)</p>	<p>State and federal law, the school’s charter agreement, core strategic issues</p>	<p>Sets policies aimed at making sure school is in compliance with laws and charter; approval of budget; changes to school’s charter and/or strategic plan</p>
<p><b>K-8 Leadership Team</b></p> <p>(Executive Director, Principals &amp; Assistant Principals, Director of Business/Operations, Special Education Coordinator, Director of Collaborative Learning &amp; Partnerships)</p>	<p>Big issues that affect core aspects of school life or school program</p>	<p>Implementation of charter and strategic plan; state mandates; changes to academic program</p>
<p><b>Executive Director/Principals</b></p>	<p>Day-to-day “nitty gritty”, immediate student or employee matters</p>	<p>Oversight of faculty/staff, student and employee safety; procedures to support school policies</p>
<p><b>Campus Leadership Teams</b></p> <p>(facilitated by Principals; representatives from grade levels)</p>	<p>Elements of the educational program that require professional design and affect one campus</p>	<p>Daily schedule for students and faculty/staff; professional development; norms for common spaces; grade level trips</p>
<p><b>Full Faculty/Staff</b></p>	<p>Elements of the educational program that require professional design and affect the whole school</p>	<p>Creation of curriculum scope and sequence; grading practices</p>

**How are decisions made?**

In general, the appropriate decision-making body for a particular issue or proposal will:

- 1) outline a process for a decision to be reached on the issue or proposal, including a mechanism for the gathering of input from those individuals and/or groups likely to be impacted by the decision;
- 2) specify a timeline by which a decision will be made.

The decision-making process—which might include the creation of a short-term task force or

working group—will be communicated to those individuals and/or groups likely to be impacted by the decision.

In some rare instances where time is of the essence, the decision-making body may make a decision on an issue without gathering input.

The Executive Director and Governing Board Chair will determine which decision-making body should address a particular issue or proposal if it is unclear to whom the issue should go.

Unless otherwise specified by the decision-making body, decisions should stand for at least three months before changes can be proposed.

***How is input gathered prior to making big decisions that impact all students, families, and/or faculty/staff at one or both campuses?***

Some decisions at our school will impact all (or most) of the students, families, and/or faculty/staff at one or both of our campuses. Examples of such decisions might include the adoption of our school's annual budget, approval of the yearly school calendar, or the employee leave policy. For these decisions, the Executive Director and Board Chair will consult with the Principals and PTCA President about the process for gathering input from those groups most likely to be impacted by the decision. The process and timeline for gathering input along with key background information on the matter to be decided upon will be explained and communicated to impacted groups through a variety of means, such as:

- Courier
- Email and phone messaging system
- Website and social media

The actual gathering of input should also involve multiple avenues in order to give everyone in impacted groups an opportunity to express their opinion. Those avenues for gathering input and feedback can include (but do not need to be limited to):

- Anonymous surveys
- PTCA meetings and/or separate community meetings
- Focus groups

A summary of the feedback gathered should be presented along with the final recommendation to the decision-making body.

# Governing Board Summary – ANCS Policy and Procedure Guide, Part 1

## Process Overview

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In the fall of 2014 we began the work of collecting, collating, and curating all of the existing policies and procedures from ANCS. These policies varied in audience, style, content and even the entity they were written for (some were from NCS and some from ACMS). We reviewed content, developed a target table of contents, and then scheduled subject matter expert interviews.

The interviews were conducted over the end of 2014 and into early 2015 with most subject matter experts interviewed by a member of our team.

We then used the extensive notes, coupled with the existing source materials, to knit together a comprehensive collection of policies. Where information was missing or required more thought and depth we researched topics and filled in process and procedure as it seemed to fit according the mission of ANCS.

## The Content

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Topics were reorganized to align with the new structure. The goal of the new structure is to make the topic “buckets” clearer to the intended audience and to segment topics with their like-content. For example, in creating a “Transportation” section we were able to group together all topics related to transportation.

To the largest extent possible we have eliminated extraneous language, favoring instead an approach that is concise and based on bullet points of information.

THE TOPICS ARE ORGANIZED INTO THE FOLLOWING LARGE CATEGORIES:

- 01 Governing Board Bylaws
- 02 Board Governance Policies
- 03 Business and Operations Policies
- 04 Student and Family Academic Program Policies
- 05 Personnel Policies

## Presented for Part 1

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- For this first review round we are presenting sections 01, 02, and 03. (But you are also receiving the complete Table of Contents so you can look forward to what comes next!)
- For the next round in May we will present section 04 and 05.

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**Background Note:** The Bylaws and Board Governance policies were approved by the 2013-2014 board, with a few exceptions of updated policies that need to be approved again.

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## Review

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- The sections being presented for Part 1 have been reviewed by Matt Underwood and Kari Lovell and their feedback has been incorporated.
- The Governing Board is the entity charged with approving all policy language. We know this is an overwhelming amount of information.
- Comments can be made on the pdf files with changes and updates sent to Matt Underwood for review.
- Our team will then work with Matt to make suggested changes and bring the policies back before the board again.
- You can vote to accept an entire section or you can vote to go policy by policy and then vote on each policy individually.

## Next Steps

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- We will present sections 04 and 05 at the May board meeting.
- Once a policy, or group of policies, has been approved we will insert the approval date on each policy.
- Policies then go to our legal counsel, Mike Nations, for his review. If Mike comes back with substantive changes the applicable policies will go back before the board again for review and acceptance of his changes.

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**Background Note:** Mike has already approved the Bylaws and the Board Governance Policies.  
Only the changed and new policies will need to go through him.

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- We will be publishing the entire policy guide on the ANCS website over the course of the summer. The policies will have a navigation system and will be searchable. Anything you see that is cross-referenced with page numbers will automatically become hyperlinks.

# BYLAWS OF ATLANTA NEIGHBORHOOD CHARTER SCHOOL, INC.

## ARTICLE I. OFFICES

The principal office of the Atlanta Neighborhood Charter School, Inc. (hereinafter referred to as the "corporation" or "ANCS") shall be located in the State of Georgia.

## ARTICLE II. GENERAL PURPOSE

The mission of ANCS is to create a small, focused, and diverse K-8 school that nurtures the whole child through strong parental/community involvement and challenging academics. The school will operate under a charter contract to be negotiated between the Board and the Atlanta Board of Education.

## ARTICLE III. Board

### Section 1. General Powers.

The business and affairs of ANCS shall be managed under the direction of the Board. The members shall in all cases act as a Board, and they may adopt such rules and regulations for the conduct of their meetings and the management of the corporation as they may deem proper, not inconsistent with ANCS' Articles of Incorporation, these Bylaws, and the laws of this State.

### Section 2. Duties of the Board.

The Board shall be charged with the management of the affairs of the corporation, and shall pursue such policies and principles as shall be in accordance with law, the provisions of the Articles of Incorporation, these By-Laws, and any written charter entered into by the Board. The Board shall be considered as having the powers of a Board of Directors and shall be deemed to be acting as the Board of Directors for all purposes of the Nonprofit Corporation Law. By way of elucidation, and not in limitation, the Board shall be responsible to carry out the following duties and obligations:

- a. The Board shall uphold and promote the school's mission and vision and ensure effective organizational planning on the part of the school through an annual strategic planning and review process that will review and update the school's short- term, mid-term, and long-range goals, and evaluate the effectiveness of the implementation of the school's mission and plans;
- b. The Board shall either directly or through a governance committee provide for the annual appraisal of the Executive Director's performance;
- c. The Board ensures the financial stability of the corporation through regular monthly review of financial statements and reports, an annual independent audit, and direct oversight of major financial commitments and decisions;
- d. The Board shall take an active role, either directly or through a Board committee, in resolving grievances and conflicts which may arise within the school community involving, students, parents, staff, administration, and Board members.

To the extent permitted by law, the Board may, by general resolution, delegate to officers of the corporation or to committees of the Board such powers as it deems necessary or appropriate to carry out its duties and obligations.

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### **Section 3. Structure, Number, Tenure, and Qualifications.**

The Board shall consist of at least seven (7) and no more than thirteen (13) voting members, which number shall be fixed from time to time by the Board.

The membership of the Board will consist of a simple majority of parents or guardians of current and/or alumni students, including at least one (1) parent/guardian of a current elementary campus student and one (1) parent/guardian of a current middle campus student.

Members shall be natural persons who are 18 years of age or older and must be residents of the State of Georgia. Regularly elected Board member terms are for up to three years and begin July 1 of the year in which they were appointed.

### **Section 4. Ex-Officio Members and Community Members.**

The Board will also include the Executive Director as an Ex-Officio member.

School Principals of ANCS's elementary and middle school campuses, and the Director of Business and Operations, are required to attend Board meetings per their job descriptions, but will not be Ex-Officio members. They may be invited to address the Board if they are actively presenting or addressing questions.

The Board, by a vote of two-thirds, may also appoint a community member to serve on the Board in a non-voting capacity as an adviser. The term for this position is for one year.

### **Section 5. Trustee Emeritus Members.**

The Board may also establish Trustee Emeritus membership to honor past Board members who may have specialized knowledge or qualifications to act in an advisory capacity.

The Board Chair and Executive Director will nominate past Board members for this role. Approval from the Board requires a two-thirds majority vote. This position shall be non-voting and hold a term of five years.

### **Section 6. Election of Members.**

Members shall be elected by the ANCS Board from nominations made by the ANCS Board's Nominating Committee. An affirmative vote of two-thirds of the Directors shall be required for election.

A member appointed to fill a vacancy shall be appointed for the unexpired term of their predecessor in office.

### **Section 7. Voting Rights.**

Each member shall be entitled to one vote on each matter submitted to a vote of the members.

### **Section 8. Termination of Membership.**

The Governing Board, by affirmative vote of two-thirds of all of the members of the Board, may suspend or expel a member for cause after an appropriate hearing, and may, by a majority vote of those present at any regularly constituted meeting, terminate the membership of any member who becomes ineligible for membership.

### **Section 9. Annual Meeting.**

An annual meeting of the members shall be held every May, the date, time, and place to be fixed by the Board and notice given to all members, at least three weeks in advance, for the purpose of electing board members and officers, approving the budget for the following year, and for the transaction of such other business as may come before the meeting.

## **Section 10. Meetings of the Board.**

The order of business at all meetings shall be set by the Board Chair.

The Board must have a quorum of five (5) voting members present in order to conduct business.

The Board shall be subject to the provisions of Open Meetings Law, O.C.G.A. § 50-14-1, and Inspection of Public Records Law, O.C.G.A. § 50-18-70.

The Monthly Meeting Agenda shall include a separate report from each Board Standing Committee, any Appointed Committees as requested by the Board Chair, and any school-based committees such as the PTCA.

## **Section 11. Attendance.**

Board members are not allowed to miss more than two Board meetings per year. If they miss more than two meetings, the Board Chair will meet with them to discuss their participation. If they are unable to fulfill their responsibilities, they will be asked to resign from the Board.

## **Section 12. Conflict of Interest.**

Members shall comply with ethics and conflict of interest provisions applicable to members of the Atlanta Board of Education. Board members shall not participate in discussions or votes related to any ANCS business transactions or affairs which would cause an actual, or would give an appearance of a, conflict of interest.

## **Section 13. Resignation.**

A member may resign at any time by giving written notice to the Chair, Chair-Elect, or Recorder of the Board of ANCS. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof by the officers, and the acceptance of the resignation shall not be necessary to make it effective.

A member who resigns may postpone the effectiveness of their resignation to a future date or to the occurrence of a future event specified in a written tender of resignation. A vacancy shall be deemed to exist at the time of such tender; and the Board may then or thereafter elect or appoint a successor to take office when the resignation, by its terms, becomes effective.

# **ARTICLE IV. OFFICERS**

## **Section 1. Number and Qualifications.**

The officers of ANCS shall consist of a Chair, a Chair-Elect, a Recorder, and such other officers and assistant officers as may be deemed necessary, each of whom shall be confirmed by the Board. The same individual may simultaneously hold more than one office of the corporation except that the Chair may not simultaneously hold another office.

## **Section 2. Election and Term of Office.**

The officers of ANCS shall be elected by the Board at the annual meeting held each May, except for the office of Chair-Elect, which shall be elected at the January meeting. Each officer shall hold office for a term of one year or until their successor has been duly elected and has qualified, or until their earlier death, resignation, or removal from office as hereinafter provided. The Chair-Elect shall hold office until the July meeting.

## **Section 3. Resignation, Removal, and Vacancies.**

In the event that any one of the officers shall resign, such officer shall immediately cease to be an officer. Any such resignation shall be in writing and shall be delivered to the Chair, Chair-Elect, or Recorder. Any officer or



agent may be removed by the Board whenever in its judgment the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. A two-thirds majority vote of the Board shall be required to remove any officer or agent. Election or appointment of an officer or agent shall not of itself create contract rights. Any vacancy in any office for whatever reason may be filled, for the unexpired portion of the term, by the Board.

#### **Section 4. Chair.**

The Chair shall be the principal executive officer of ANCS and, subject to the general direction of the Board, shall supervise and control the business and affairs of the corporation. The Chair shall, when present, preside at all meetings of the Board. The Chair or Chair-Elect or both may sign with any other proper officer of the corporation thereunto authorized by the Board, deeds, mortgages, bonds, contracts, or other instruments which the Board has authorized to be executed, except in cases where the signing and execution thereof is expressly delegated by the Board or by these Bylaws to some other officer or agent of the corporation, or is required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of Chair and such other duties as may be prescribed by the Board from time to time. The Chair shall have authority to institute or defend legal proceedings when the members are deadlocked. An individual may serve as Chair for two consecutive one-year terms, provided they are duly re-elected by the Board. An individual may serve as Chair again after either their one-year term or two consecutive terms, as long as they are off the Board for a minimum of two years before serving again.

#### **Section 5. Chair-Elect.**

The Chair-Elect shall: (a) assume duties of Chair in his/her absence; (b) assist Chair in planning meetings; (c) plan the annual meeting and/or Board retreat; and (d) serve as the Chair of the Board Nominating Committee. The Chair-Elect should be selected from among the Board members who are not in the last year of their term on the Board.

#### **Section 6. Recorder.**

The Recorder shall: (a) keep the minutes of the proceedings of the Board in one or more books provided for that purpose; (b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) keep a register of the mailing address of each member which shall be furnished to the Recorder by such member; (d) in general, perform all duties incident to the office of Recorder and such other duties as from time to time may be assigned to him/her by the Chair or by the Board; and (e) ensure that all Board minutes are prepared for Board review at each subsequent Board meeting and therefore made available to the school community.

#### **Section 7. Executive Director.**

The Executive Director shall: (a) hire the Principals with the advice and consent of the Board; (b) supervise the Principals and otherwise meet all criteria outlined in the Executive Director's written job description; (c) ensure that the Charter contract goals are being met; (d) report quarterly to the Board on Charter compliance and progress toward meeting goals; (e) assist the Board Chair with scheduling and setting agendas for meetings; (f) facilitate and implement Board decisions; (g) act as liaison between the school and the district office; (h) provide knowledge of federal, state, and district policies/regulations; (i) encourage bottom-up decision making and participation by all; (j) facilitate and implement school's Vision and Goals; and (k) report to the Board.

#### **Section 9. Role of the Immediate Past Chair.**

After a new Board Chair is elected each year, the Immediate Past Chair shall continue to perform a vital role for the school. The Immediate Past Chair shall serve as an advisor to the Board. The Immediate Past Chair shall be an ex officio member of the Board during such time unless they are still a voting member of the Board,

in which case, in addition to any other role they may accept on the Board, they shall also assist and advise the new Chair until the new Chair-Elect is elected.

## ARTICLE V. COMMITTEES

### Section 1. Board Standing Committees.

The standing committees of the Board are each chaired by a member of the Board; the Chair is not permitted to chair committees.

The standing committees and their respective responsibilities are as follows:

**Accountability, Compliance, and Curriculum.** Review Executive Director–prepared reports, and present such reports at each Board meeting, on one or more compliance items from the charter; district, state, or federal law, policy, or regulation; or any other source – including any annual accountability and compliance reports required by the district or state, and a monthly academic performance report.

**Business Operations.** Review and recommend annual budget for Board approval. Monitor budget compliance, all financial expenditures, and revenues and other financial issues throughout the year. Recommend financial policies to the Board. Work with the Director of Business and Operations, Executive Director, and other staff to establish financial goals and policies. Work to secure funding and grants to support ANCS. Business Operations Chair will, in collaboration with the Executive Director, prepare and present a report on current financial and operational performance at each Board meeting.

**Executive.** At its discretion each year, the Board may vote to create an Executive Committee, which will include at a minimum the Chair, Chair-Elect (when such an officer is in place), Business Operations Chair, Recorder, and Executive Director, with the authority to handle urgent or routine issues during the period between regular monthly Board meetings. All meetings and decisions of the Executive Committee must be reported to the Board at the regular meeting and any actions taken may be overruled by simple majority vote of the full Board.

**Fund Development.** Raise funds through an Annual Campaign to supplement the per-pupil funding received from Atlanta Public Schools. Ensure that all fundraising at school is vetted through the development committee.

**Governance.** Develop the Board policies, procedures, and training. Act as the parliamentarian. Establish hiring, grievance, transfer, evaluation, and other personnel procedures. Provide support for the Executive Director in the implementation of these policies. Conduct, and report to the Board on, an annual performance review of the Executive Director and the Principals.

**Nominating.** Announce openings, accept nominations for, review candidates, and make recommendation(s) to the full Board candidates for open Board positions. Obtain school community input on nominations prior to selecting and recommending Board members for election by the Board.

### Section 2. Board Appointed Committees.

In addition to the standing committees, the Chair may appoint other committees to fulfill a need. Any appointed committees shall be chaired by a member of the Board. The duration of the committee, members, and duties shall be outlined by the Chair and presented to the Board and approved by two-thirds vote.

Sub-committees are generally on-going committees.

Task forces are created by the Board to address specific projects or issues. Task forces are temporary committees which are dissolved once the specific issue they were created for has been addressed.

Responsibilities of the sub-committees and task forces may be reduced or expanded by the Board or upon recommendation of the particular sub-committee or task forces concerned and after discussion/approval by the Board. Other sub-committees and task forces may be established as the need arises. All sub-committees and task forces shall report to the Board.

In addition, all sub-committees and task forces must present a status report to the Board at least once annually. Sub-committees and task forces are welcome to present more often if there are matters requiring Board approval or attention – this should be coordinated through the Executive Director.

The Board is the school's legal representative body and has final approval of all recommendations made by committees, sub-committees, and task forces.

### **Section 3. School Based Committees.**

The Parent Teacher Community Association (PTCA) coordinates parent, teacher, and community involvement within the school.

In general, the following duties are assigned to the PTCA:

- Gather and share with the Board at its monthly meetings parent interests, opinions, and input on any important issue that comes before the Board or is deemed important by parents.
- Host all school meetings (curriculum night, back-to-school night, student orientation, etc.). Hosting includes promotion, providing refreshments, assisting with sign-in sheets, etc. PTCA is not responsible for content development unless it is specifically a PTCA event.
- Coordinate advisory class parents.
- Coordinate two committee chair meetings each year.
- Coordinate all teacher appreciation activities.
- Coordinate all PTCA fundraising (box-tops, etc.).
- Coordinate the summer ice-cream social.
- Coordinate Grandparents and Special Friends Day.
- Develop the school calendar in conjunction with the Principals and Executive Director.
- Develop and meet the PTCA budget

The PTCA will define any other specific goals and operating procedures each year and present them to the Board for approval.

## **ARTICLE VI. CONTRACTS, LOANS, CHECKS, AND DEPOSITS**

### **Section 1. Contracts.**

The Board may authorize via resolution any officer or officers, agent, or agents to enter into any contract or execute and deliver any instrument in the name of and on behalf of ANCS, and such authority may be general or may be confined to specific instances.

### **Section 2. Loans.**

No loans shall be contracted on behalf of ANCS, and no evidence of indebtedness shall be issued in its name, unless authorized by a resolution of the Board. Such authority may be general or confined to specific instances.

### **Section 3. Checks, Drafts, Etc.**

All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of ANCS shall be signed by such officer or officers, agent, or agents of the corporation and in

such manner as shall be determined from time to time by resolution of the Board.

#### **Section 4. Deposits.**

All funds of ANCS not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board may select.

## **ARTICLE VII. FISCAL YEAR**

The fiscal year of ANCS shall end on the thirtieth (30th) day of June of each year, in keeping with the APS fiscal year.

## **ARTICLE VIII. CORPORATE SEAL**

The Board shall provide a corporate seal which shall be circular in form and have inscribed thereon the name of ANCS, the state of incorporation, the words "Not For Profit," and the words "Corporate Seal." The seal of the corporation may be affixed to any document executed by ANCS, but the absence of the seal shall not impair the validity of the document or any action taken in pursuance thereof or in reliance thereon.

## **ARTICLE IX. WAIVER OF NOTICE**

Whenever any notice is required to be given to any member of ANCS under the provisions of these Bylaws or under the provisions of the Articles of Incorporation or under the provisions of the Georgia Nonprofit Corporation Code, a waiver thereof may be made, whether before or after the times stated therein, in writing signed by the person or persons entitled to such notice and delivered to the corporation for inclusion in the minutes or corporate records. Such written waiver shall be deemed equivalent to the giving of such notice.

## **ARTICLE X. AMENDMENTS**

#### **Section 1. Power to Amend Bylaws.**

The Board shall have the power to alter, amend, or repeal these Bylaws or adopt new bylaws, but any bylaws adopted by the Board must be consistent with the Articles of Incorporation of ANCS and the laws of the State of Georgia.

#### **Section 2. Conditions.**

Action by the Board with respect to bylaws shall be taken by an affirmative vote of a majority of all members then holding office.

## **ARTICLE XI. EMERGENCY BYLAWS**

The Emergency Bylaws provided in this Article XI shall be operative during any emergency in the conduct of the operations and affairs of ANCS resulting from any catastrophic event because of which a quorum of the corporation's members cannot be readily assembled, notwithstanding any different provision in the preceding Articles of these Bylaws or in the Articles of Incorporation of ANCS or in the Georgia Nonprofit Corporation Code. To the extent not inconsistent with the provisions of this Article, the Bylaws provided in the preceding Articles shall remain in effect during such emergency, and upon its termination the Emergency Bylaws shall cease to be operative. During any such emergency:

(a) A meeting of the Board may be called by any officer or member of ANCS. Notice of the place, date, and hour of the meeting shall be given by the person calling the meeting to such of the members as it may be

feasible to reach by any available means of communication. Such notice shall be given at such time in advance of the meeting as circumstances permit in the judgment of the person calling the meeting.

(b) At any such meeting of the Board a quorum shall consist of one member and any other members available.

(c) Either before or during any such emergency, the Board may provide and from time to time modify lines of succession in the event that during such an emergency any or all officers or agents of the corporation shall for any reason be rendered incapable of discharging their duties.

These Emergency Bylaws shall be subject to repeal or change by further action of the Board, but no officer, member, or employee acting in accordance with these Emergency Bylaws shall be liable for any corporate action taken in good faith. Any amendment of these Emergency Bylaws may make any further or different provision that may be practical and necessary for the circumstances of the emergency.

## ARTICLE XII. INDEMNIFICATION

### Section 1. Actions Against Officers and Members.

Pursuant to the provisions set forth in Sections 3 and 4 of this Article, ANCS shall indemnify and hold harmless any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the corporation) by reason of the fact that they were or are a member, officer, employee, or agent of the corporation, or were or are serving at the request of ANCS, as a member, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against reasonable expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by them in connection with such action, suit, or proceeding if they acted in a manner they reasonably believed in good faith to be in or not opposed to the best interests of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe their conduct was unlawful; provided, however, that the corporation shall not indemnify a member, officer, employee, or agent for any liability incurred in a proceeding in which the person is adjudged liable to the corporation or is subjected to injunctive relief in favor of the corporation: (a) for any appropriation, in violation of their duties, of any business opportunity of the corporation; (b) for acts or omissions which involve intentional misconduct or a knowing violation of law; (c) for the types of liability set forth in Section 14-2-831 of the Official Code of Georgia Annotated; or (d) for any transaction from which they received an improper personal benefit. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of *contendere* or its equivalent, shall not in itself create a presumption that the person did not act in a manner they reasonably believed to be in or not opposed to the best interests of the nonprofit corporation, nor, with respect to any criminal action or proceeding, that the person did not have reasonable cause to believe that their conduct was lawful.

### Section 2. Actions By or In the Right of the Corporation.

Pursuant to the provisions set forth in Sections 3 and 4 of this Article, ANCS shall indemnify and hold harmless any person who was or is a party, or is threatened to be made a party, to any threatened, pending or completed action or suit, by or in the right of the corporation to procure a judgment in its favor by reason of the fact that they were or are a member, officer, employee, or agent of the corporation, or were or are serving at the request of ANCS, as a member, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against expenses (including attorneys' fees) actually and reasonably incurred by them in connection with the defense or settlement of such action or suit, if they acted in good faith and in a manner they reasonably believed to be in or not opposed to the best interests of the corporation; provided, however, that the corporation shall not indemnify a member, officer, employee, or agent for any liability incurred in a proceeding in which the person is adjudged liable to the corporation or is subjected to injunctive relief in favor of the corporation: (a) for any appropriation, in violation of their duties, of any business

opportunity of the corporation; (b) for acts or omissions which involve intentional misconduct or a knowing violation of law; (c) for the types of liability set forth in Section 14-2-831 of the Official Code of Georgia Annotated; or (d) for any transaction from which they received an improper personal benefit.

### **Section 3. Expenses.**

To the extent that a member, officer, employee, or agent of ANCS has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in Sections 1 and 2 of this Article, or in defense of any claim, issue, or matter therein, they shall be indemnified against expenses (including attorney's fees) actually and reasonably incurred by them in connection therewith.

### **Section 4. Determination and Authorization.**

Except as provided in Section 3 of this Article, and except as may be ordered by a court, any indemnification under Sections 1 and 2 of this Article shall be made by ANCS only as authorized in the specific case upon a determination that indemnification of the member, officer, employee, or agent is proper in the circumstances because they have met the applicable standard of conduct set forth in Sections 1 and 2. Such determination shall be made (a) by the Board by a majority vote of a quorum consisting of members who were not parties to such action, suit, or proceeding; or (b) if such a quorum is not obtainable, by majority vote of a committee duly designated by the Board, consisting solely of two or more members not at the time parties to the action, suit, or proceeding; or (c) by special legal counsel employed by the corporation for that purpose. Authorization of indemnification or an obligation to indemnify, and evaluation as to reasonableness of expenses, shall be made in the same manner as the determination that indemnification is permissible.

### **Section 5. Prepayment.**

Expenses incurred in defending or prosecuting a civil or criminal action, suit, or proceeding may be paid by ANCS in advance of the final disposition of such action, suit, or proceeding as authorized by the Board if: (a) the member, officer, employee, or agent furnishes the corporation a written affirmation of their good faith belief that their conduct merits indemnification under Section 1 or Section 2 of this Article; and (b) the member, officer, employee, or agent furnishes the corporation a written undertaking, executed personally on their behalf, to repay advances if it is ultimately determined that they are not entitled to indemnification pursuant to the laws of this State.

### **Section 6. Rights.**

The indemnification provided by this Article shall not be deemed exclusive of any other rights, with respect to indemnification or otherwise, to which those seeking indemnification may be entitled under any bylaw or resolution adopted or approved by a majority of the full Board, both as to an action by a member, officer, employee, or agent in their official capacity, and as to an action in another capacity while holding such office or position, and shall continue as to a person who has ceased to be a member, officer, employee, or agent and shall inure to the benefit of the heirs, executors, and administrators of such a person.

### **Section 7. Insurance.**

ANCS may purchase and maintain insurance on behalf of any person who is or was a member, officer, employee, or agent of the corporation, or is or was serving at the request of ANCS as a member, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against them or incurred by them in that capacity, or arising from their status as such, whether or not the corporation would have the power to indemnify them against such liability under the provisions of this Article.

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**Section 8. Mergers/Consolidations.**

For purposes of Sections 1 and 2 of this Article, reference to "the corporation" or "ANCS" shall include, in addition to the surviving or new corporation, any merging or consolidating corporation which is merged or consolidated with ANCS so that any person who is or was a member, officer, employee, or agent of such merging or consolidating corporation, or is or was serving at the request of such merging or consolidating corporation as a member, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, shall stand in the same position under the provision of Sections 1 and 2 of this Article with respect to the corporation as they would if they had served the corporation in the same capacity. However, no indemnification under Sections 1 and 2 of this Article shall be mandatory without the approval of such indemnification by the Board of ANCS in the manner provided in Section 4 of this Article.

**ARTICLE XIII. PAYMENTS TO MEMBERS AND OFFICERS**

No part of the net income or profit of ANCS, if any, shall be distributed to the members or officers.



## **Policy and Procedures Guide**





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# Introduction

This Policy and Procedure Guide has been created with the purpose of documenting and standardizing the business processes used to operate the Atlanta Neighborhood Charter School.

This manual takes precedence if there is a conflict with current practice and procedures.

1. Read the Bylaws first. These are intended to be the governing document for the overall structure of the entire organization.
2. Read the Board Governance policies. These policies are meant to outline and document how the Board will function as a governing body.



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# Statement

This manual contains all policies approved by the ANCS Governing Board or the boards of its precursor schools, Neighborhood Charter School (NCS) and Atlanta Charter Middle School (ACMS). Policies are added and/or updated following board approval and review by ANCS legal counsel. Any questions about the policies contained herein should be directed to the ANCS Executive Director or the ANCS Governing Board Chair.



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# Introduction to Board Governance Policies

All Governing Board Members are responsible for reading and understanding the policies. These policies have been prepared to define procedures that affect the relationship between the Governing Board and the organization.

For matters covered by these policies, no person is authorized to deviate from these policies and any deviation must be approved in writing.

The Board of ANCS may change these policies and procedures, in whole or in part, at any time upon a two-thirds majority vote.

Recognition of these rights and prerogatives of the organization is a term and condition of serving as a Board member.

## Document Owners

The annual review, maintenance, and upkeep of these policies is a shared responsibility between the Chair, Chair-Elect, Executive Director, Governance Chair, Accountability and Compliance Chair, and Recorder.

## Review Schedule

Each policy lists the Duration of the policy. In general, all policies should be reviewed once per year at the August retreat and then voted upon via resolution at the first public Board meeting of the year. If any policies must undergo a thorough revision the Board may opt to approve them after discussion.

## Publication

These policies are to remain in the public domain via the school website.

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# Annual Adoption of School Year Calendar and Weekly Schedule

## Purpose

Describe the purpose of the policy.

## Duration

Confirm whether this policy is Temporary or Permanent.

## Policy

The ANCS Governing Board will—no later than its March board meeting each year—annually approve the ANCS school calendar and daily school day start and end times for the following school year.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Board Member Conflict of Interest

## Purpose

This policy outlines the Conflict of Interest statements for Governing Board Members.

## Duration

This policy is permanent.

## Policy

**Pursuant to the Charter governing the Atlanta Neighborhood Charter School (ANCS), no member of the Board shall knowingly:**

1. Engage in any business or transaction with, or have a financial or other personal interest, direct or indirect, in the affairs of ANCS that would result in a financial benefit, except for a financial benefit of a nominal or incidental amount, to the official, appointed officer, employee, or relative of such person, or which would tend to impair his/her independence of judgment or action in the performance of official duties.
2. Engage in or accept private employment or render services for private interests when such employment or service is incompatible with the proper discharge of his/her official duties or would tend to impair his/her independence of judgment or action in the performance of his/her official duties.
3. Disclose information or use information, including information obtained at meetings that are closed pursuant to Title 50, Chapter L4, of the O.C.G.A. concerning the property, government, or affairs of ANCS or any office, department, or agency thereof, not available to members of the general public and gained by reason of his/her official position for his/her personal gain or benefit, or to advance his/her financial interests or that of any other person or business entity.
4. Represent private interests in any action or proceeding against ANCS or any office, department, or agency thereof.
5. Vote or otherwise participate in the negotiation or the making of any contract with any business or entity in which he/she, or his/her relative, has a financial interest.
6. Solicit, accept, or agree to accept gifts, loans, gratuities, discounts, payment, or services from any employee, person, firm, or corporation that to his/her knowledge is interested directly or indirectly in any manner whatsoever in business dealings with ANCS or any office, department, or agency thereof; provided, however, that an elected official or a candidate for public office may accept campaign contributions and services in connection with any campaign.
7. Vote or otherwise participate in an appointment, employment, or promotion decision related to anyone he/she knows or should know would create a direct or indirect monetary benefit or economic opportunity for himself/herself.
8. Have a personal interest, directly or indirectly, in school real estate, school textbooks, or school materials and supplies of any kind whatsoever.
9. Sell, solicit, or offer for sale, to the Board or to any official or employee of the Board, directly or indirectly, any kind of school real estate, textbooks, or school materials and supplies, nor receive any salary, bonus, or commission on any such sales.

**The Board of ANCS may not:**

1. Employ one of its members for any position at ANCS.
2. Do business with a partnership or corporation partially owned by a Board member.
3. Do business with a bank or financial institution where a Board member is an employee, stockholder, director, or officer when such member owns 30 percent or more stock in that institution.

In addition, no Board member may employ or promote any person who is a relative of any Board member unless a public, recorded vote is taken on such employment or promotion as a separate matter from any other personnel matter. Any Board member whose relative is being considered for employment shall not vote on such employment.

## Related Policies

See "Vendor and Supplier Conflict of Interest " on page 81

See "Employment and Supervision of Relatives Policy" on page 1

## Approval

**Policy approval date:**

19 March 2013

**Policy effective date:**

18 November 2013

**Policy review date:**

August 2014

# Board Nominations

## Purpose

This policy outlines the steps involved in the nomination of Board members.

## Duration

This policy is permanent, but subject to yearly revision in February by the Board Chair and Nominating Committee.

## Policy

The Atlanta Neighborhood Charter School Nominating Committee is elected by and accountable to the Board of Directors to recruit Board Members who shall carry out the Mission, Vision, and Strategic Plans of the Atlanta Neighborhood Charter School.

In accordance with the Values of the Atlanta Neighborhood Charter School, the Nominating Committee shall seek to ensure that the Board of Directors is inclusive and at least parallels the diversity of our community. If there is a high degree of diversity at the Board leadership level, we hope that our policies, priorities, and plans will include those diverse perspectives.

### The Nominating Committee

1. At the January Board Meeting, the current Board Chair will appoint a nominating committee to solicit and review nominations, and to bring a recommended slate of Board members to the Board for approval at the March Board meeting.
2. This committee will include at least:
  - The Board Chair, Chair Elect, Executive Director, and Campus Principals
3. The Chair of the Nominating Committee is the Chair Elect.
4. Limited, additional members of the Board or school community may also be appointed (for example, a member of the PTCA Executive Committee; a community member with board leadership development experience, etc).
5. Sessions of the Nominating Committee regarding individual candidates shall be considered confidential.
6. At the first Nominating Committee meeting each year, the Committee shall review the nominating policy and procedures and recommend changes to or continuation of the existing policy and procedures to the Board of Directors at the February Board meeting.
7. The Nominating Committee will survey current Board Members to determine the range of skills, knowledge, interests, experience, diversity, geographic location, available volunteer time and length of time on the Board.
8. Committee will report the survey findings to the Board Chair and Chair-Elect to facilitate discussion and identify priority needs for that year's recruiting.

### Call for Nominations

1. After determining the Board positions to be filled, a call for nominations for Board members will be made to the school communities in February, allowing at least two weeks for a response.
2. This call for nominations will be distributed to all current families; shared with faculty and staff; and shared at informational meetings for new families.

3. The notice will describe the skills and experience the Nominating Committee is seeking and ask suitable interested candidates to contact the Committee Chair.

### Vetting of Candidates

1. Persons submitting their names will receive a package of information about the Atlanta Neighborhood Charter School. The package will contain:
  - The election process, as determined by the Atlanta Neighborhood Charter School By-laws and this policy.
  - Expected commitment and applicable Board job descriptions.
  - An overview of the ANCS Mission and Vision.
2. They will be asked to confirm their intention to attend by filling out a brief application form, to include personal profile information and references.
3. References may be consulted when the candidate is unknown to the Committee, or when the candidate has been unable to attend the information meeting, or when the Committee feels that reference checking will assist them in making appropriate recommendations.
4. Interviews of selected candidates will be conducted in person by the Nominating Committee.
5. Candidates who have passed the committee interview will be invited to attend the March Board meeting. They may then be asked, at the discretion of the Chair Elect, to submit a written assessment of the meeting. This assessment will be used to ascertain their specific fit for the Board given their observations and ideas.

### Filing the Slate, Presentation, and Approval

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**NOTE:** While employees of the school (other than the Principals and Executive Director) may not serve on the Governing Board, they may make nominations and participate in the PTCA ratification vote.

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1. To prepare a slate of Board nominees, the Nominating Committee will first consider those Board Members who wish to renew their membership for another term, providing those members have demonstrated by meeting attendance and active participation an interest and commitment to the Atlanta Neighborhood Charter School.
2. In filling the slate, the Nominating Committee will consider continuity, access to new or a variety of networks in the community, skills, and diversity.
3. The Nominating Committee will then choose from the signed applications those persons who might best meet the needs of the Board.
4. The full Board shall consider and vote on the slate as recommended at the April Board meeting.

### Ratification of the Slate

The slate shall be presented to the PTCA for ratification at the May PTCA meeting.

If the slate is not approved by the Board or ratified by the PTCA, the process must start again, with a second slate being brought to the PTCA for ratification by June.

(insert link to enrollment policy)

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Board Roles and Job Descriptions

## Purpose

Describe the scope of the policy.

## Duration

This policy must be reviewed every year in conjunction with the Nominations process.

## Policy

### Board Chair

Duties: The Board Chair shall be the principal executive officer of ANCS and, subject to the general direction of the Governing Board, shall supervise and control the business and affairs of the corporation. The Board Chair shall, when present, preside at all meetings of the Governing Board.

### Past Chair

Duties: The Immediate Past Chair shall serve as an advisor to the Governing Board. The Immediate Past Chair shall be an ex officio member of the Governing Board during such time unless they are still a voting member of the Governing Board in which case, in addition to any other role they may accept on the Board, they shall also assist and advise the new Chair until the new Chair Elect is elected.

### Vice Chair

Optional, at the discretion of the Board Chair, one member may be asked to serve as Vice Chair.

Duties: The Vice Chair is the secondary volunteer leader of the Governing Board and as such, discharges the duties of the Chair as required in the Chair's absence. The Vice Chair supports the activities of the Chair including sharing responsibilities as appropriate.

### Recorder

Duties: The Recorder shall keep the minutes of the proceedings of the Governing Board, and see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law and ensure that all Board minutes are prepared for board review at each subsequent Board meeting and therefore made available to the school community. The Recorder shall also ensure that all reports are submitted and sent to the Board in a timely manner for review prior to each meeting and that all reports are shared 24 hours before each meeting to ensure adequate time for public review. The Recorder shall also work with the Executive Director and the Board Chair to schedule, plan, and conduct the annual Board retreat.

### Accountability and Charter Compliance Chair

Committees: Policy and Procedure, Curriculum

Duties: Review Executive Director -prepared reports, and present such reports at each Board meeting, on one or more compliance items from the charter; district, state or federal law, policy or regulation; or any other source – including any annual accountability and compliance reports required by the district or state, and a monthly academic performance report.

### Business and Operations Chair

Committees: Finance, APS Coordination, Operations



Duties: Review and recommend annual budget for Board approval. Monitor budget compliance, financial expenditures and revenues and other financial issues throughout the year. Recommend financial policies to the Board. Work with the Development Committee, Executive Director, and other staff to establish financial goals and policies. Finance chair will, in collaboration with the Executive Director, prepare and present a report on current financial performance at each Board meeting. Provide support for the Executive Director in the implementation of facility operations policies.

**Fund Development Chair**

Committees: Auction, Annual Campaign

Duties: Raise funds through an Annual Campaign to supplement the per-pupil funding received from Atlanta Public Schools and the Georgia Department of Education. Ensure that all fundraising at school is vetted through the development committee. Work to secure funding and grants to support ANCS.

**Governance Chair**

Committees: Policy and Procedure, Personnel

Duties: Develop the Governing Board policies, procedures, and training. Act as the parliamentarian. Provide support for the Executive Director in the implementation of hiring, evaluation, and other personnel policies. Work with the Chair-Elect to provide training for new Board members. Conduct, and report to the Board on, an annual performance review of the Executive Director and the Principals.

**At-Large Members**

Duties: At-Large members are expected to chair a Task Force as requested by the Board Chair.

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Committees

## Purpose

The policy outlines the committee structure of the entire ANCS system. The intent of this policy is to create a system of checks and balances that outlines clearly where decisions are made and how reporting from the various committees is handled. Since the Board is the school's legal representative body and has final approval of all recommendations made by committees, sub-committees, and task forces, the structure of all committees must take into consideration the final authority of the Board.

The intention behind this policy is not to create an exhaustive reporting system, but to instead ensure that decisions made in committees are supported and encouraged by Board action and that the legal and financial interests of ANCS are protected at all times.

## Duration

This policy is permanent, but subject to revision.

## Policy

See "ANCS Bylaws" Article 5 on page 1 for more information about the various committee structures.

ANCS maintains two main bodies that oversee committee work. These two bodies are:

1. Governing Board Based Committees - overseen by the Governing Board
2. School Community Based Committees - overseen by the PTCA
3. Faculty and Student Committees

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**NOTE:** The PTCA is chartered by the Governing Board and as such nominally reports to the Board.

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## Approval of Committees

Per the ANCS Bylaws, all Governing Board Standing Committees, sub-committees, and task forces must be confirmed by the Governing Board.

All School Community Based Committees must be confirmed via resolution by the Governing Board via a yearly report from the PTCA.

## Publicizing Committee Meetings

All Board Based Committees and School Community Based Committees must publicize the date, time, and location of meetings via the web-based school calendar and/or monthly Board reports, or via any applicable announcements.

### 1. Governing Board Based Committees

#### Standing Committees

Governing Board Committees are to be chaired by Governing Board members. The Board chair is not permitted to chair a committee. Standing Committees are outlined in the Bylaws.

## **Task Forces**

Task Forces are created by the Governing Board to address specific projects or issues. Task forces are temporary committees which are dissolved once the specific issue they were created for has been addressed. All Task Forces shall report to the Governing Board.

## **Sub-Committees**

Within each standing committee there is the potential to have sub-committees. For example, the Business Operations Committee might have a Technology sub-committee.

### **Guidelines for Board Sub-Committees and Task Forces**

1. The Board Sub-Committees may be chaired by a Board member OR chaired by someone appointed by a Board member.
2. If the Board Sub-Committee is chaired by someone appointed by the Board member, that appointment must be approved by a two-thirds vote of the Board.
3. Board Sub-Committees must submit a yearly report to the Board via the sponsoring Board member.

## **2. School Community Based Committees**

School Community Based Committees are sponsored through the PTCA and are overseen by the PTCA Executive Board.

### **Guidelines for School Community Based Committees**

1. Committee chairs are named and overseen by the PTSA Executive Board.
2. Committee Chair provides leadership to the committee.
3. Committee chairs serve one-year terms. They may serve up to two consecutive terms but must be approved by the PTCA Executive Board to serve more than two terms.
4. Executive Director serves as an ex officio (non-voting) committee member, as well as the liaison between School Community Based Committees and the Board.

## **3. Faculty and Student Committees**

### **Faculty Committees**

This type of committee includes the K-8 Task Force, grade-level committees, and any committees working on specific issues related to faculty concerns.

### **Student Committees**

This type of committee includes student government and activity-type committees such as band boosters or athletics.

### **Guidelines for Faculty and Student Committees**

1. Committee chairs are overseen by the Executive Director and/or each Campus Principal as applicable.
2. The Executive Director reports on the ongoing activities of these committees in the monthly Executive Director report.
3. The expectation is that these committees will prepare a report for the Board at least once per year updating their major initiatives and progress and the committee chair or a representative from the committee will deliver this report in person.
4. Any decisions made in these committees that will impact the entire school community or a majority of



the school community at either campus must come before the Board as a resolution seeking the Board's support of the decision/recommendation. The Executive Director and Board Chair will make this determination.

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Development and Updating of Governing Board Policies

## Purpose

This policy describes how Board policies and procedures are maintained and updated.

## Duration

This policy is permanent, but subject to review annually.

## Policy

Policies and procedures (policies) must be approved following the process outlined in the Charter:

1. The Board will make collaborative decisions through a formal, public, voting process. A simple majority will be required for a motion to pass.
2. A quorum must be present for a vote to take place. All policies must be submitted to the ANCS attorney for review prior to presentation to the Board for a vote or within 30 days of approval by the Board.
3. In addition, all finance-related policies must be reviewed by the ANCS accountant within the same timeframe.
4. The Executive Director is responsible for securing review of all policies by our attorney and, when applicable, our accountant.
5. The Executive Director is responsible for ensuring that a copy of each adopted policy is placed in the ANCS Policy Notebook maintained in the main office or other central location of the school, such as the website.
6. Each policy should include:
  - Purpose.
  - Duration.
  - The date approved by the Board, attorney, and, when applicable, accountant.
  - Policies which are revised or eliminated by the Board should be maintained in the Policy Notebook, with the date of the revision noted on the policy.

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Executive Director Annual Evaluation

## Purpose

Outline the policy for the annual review of the Executive Director.

## Duration

This policy is permanent.

## Policy

It is the responsibility of every Board member to participate in the annual evaluation of the Executive Director. The following process will be followed:

1. At the April Board meeting, the Governance Chair will distribute the following to every Board member. (Alternatively, these items may be distributed electronically to the Board by the date of the April Board meeting.)
  - A blank copy of the Executive Director evaluation tool
  - A copy of the Executive Director's goals and objectives from the previous year's evaluation
  - A copy of the Executive Director's job description
  - A copy of the Executive Director's contract
  - A copy of this procedure
2. The Governance Chair will review with the Board the evaluation tool as well as this procedure for completing the Executive Director evaluation. All Board members will have an agreed-upon period of time (not to exceed two weeks) to complete the evaluation and return it to the Personnel Chair. All evaluations will be confidential and reviewed only by members of the Executive Committee and the Personnel Chair.
3. The Governance Chair will ensure that the staff feedback survey is distributed to and collected from all staff in a timely manner.
4. The Executive Director will put together an Executive Director summary of the year's accomplishments and areas of focus for the upcoming year. The Executive Director will present the Executive Director summary to the Executive Committee.
5. The Governance Chair, in conjunction with the Board Chair, will compile the results of the Board evaluation tool as well as the staff feedback survey and present the results to the Executive Committee of the Board. The Executive Committee along with the Governance Chair will review the information and determine:
  - The final ratings to be included in the Executive Director evaluation tool
  - The goals and objectives for the upcoming year
  - Any other pertinent evaluation information
  - Financial compensation (raise, bonus, etc.); refer to the Executive Director contract for guidance on salary increase amounts
6. The Governance Chair and/or Board Chair will compile a memo outlining the Executive Committee's findings – including compensation information – to be shared with the Executive Director.
7. The Board Chair will meet with the Executive Director to review the final evaluation tool and Executive Committee memo.

8. The Governance Chair will distribute a copy of the Executive Committee memo, the final evaluation tool, and the Executive Director summary to every Board member at the May or June Board meeting.
9. The Governance Chair will ensure that a copy of this information is also provided to all new incoming Board members by the first meeting of the new Board.
10. Copies of the individual evaluation tools and staff feedback surveys will be destroyed once the evaluation has been completed.
11. A copy of the final evaluation tool, Executive Committee memo, Executive Director summary, and any staff survey summary will be kept on file in the main office of the school.

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Executive Director Communication to the Board

## Purpose

This policy ensures Board members are informed in a timely manner for all incidents that go outside of normal Board and Executive Director reporting and communications. The intention behind this policy is to maintain a flow of information that appraises Board members of events that might generate further action of a legal nature.

## Duration

This policy is permanent.

## Policy

Outside of monthly reports to the full Board, the following matrix outlines other types of communication that may occur between Executive Director and Board:

Type of Event	Communication	Lead Time
Level 4 behavior incident and/or deployment of first responders	Full board	Within 24 hours of incident
Pending legal action against school	Full board and school's legal counsel	Within 2 business days of notice
Incident requiring immediate termination of employee with cause	Full board and school's legal counsel	Within 24 hours of incident
APS and/or GADOE directives requiring immediate action	Full board	Within 2 business days of notice (as appropriate)
Unsatisfactory employee evaluation; employee resignation	Personnel/Governance Committee Chair	Within 2 business days of evaluation/resignation

## Approval

**Policy approval date:**  
19 November 2013

**Policy effective date:**  
19 November 2013

**Policy review date:**  
August 2014



# Financial Resolutions

## Purpose

This policy outlines yearly financial resolutions that must be made by the Board.

## Duration

This policy is permanent.

## Policy

At the first Board meeting of the year, the Director of Business and Operations will present a list of financial resolutions for approval and ratification by the Board. The list should include:

1. Banks where ANCS has accounts.
2. Designated check signatories.
3. Limits of checks and payments expressed in dollar amounts.
4. Designee/signatory for all employee contracts.
5. Confirmation and approval of any ongoing vendor contracts that may have changed since the approval of the budget. This includes any contracts for outside services such as field trip operators/providers. This also includes contract limits.
6. Confirmation of any lines of credit or loans that need to be re-signed/re-authorized.
7. Confirmation of reserve fund policy.
8. Confirmation of where financial records and documents are kept and how they are accessed.

## Related Policies and Procedures

(need to insert list from finance policies)

## Approval

**Policy approval date:**  
20 August 2013

**Policy effective date:**  
19 November 2013

**Policy review date:**  
August 2014

# General Reimbursement for Board Members

## Purpose

This policy outlines how Board members are to be reimbursed for expenses related to the Board.

## Duration

The policy is permanent.

## Policy

Board members are subject to the general reimbursement policy and process.

See "Reimbursement and Disbursement " on page 73

## Approval

**Policy approval date:**  
19 November 2013

**Policy effective date:**  
19 November 2013

**Policy review date:**  
August 2014

# Grievances

## Purpose

This policy outlines how the Board will handle general grievances.

For grievances arising out of disciplinary matters, please see the ANCS Discipline Policy.

## Duration

This policy is permanent, but is subject to review to remain in accordance with policies as required by the Atlanta Board of Education.

## Policy

**Any grievance at the school will fall into one of three primary categories:**

- (1) Complaints about a student, the classroom experience, or with a teacher.
- (2) Complaints or concerns about a school-wide policy or administration.
- (3) Complaints or concerns about a parent or community member involved with the school.

Where a grievance involves an issue arising in the classroom, parents should first seek to resolve the issue with the classroom teacher.

If resolution with the teacher is not feasible or the grievance involves a school-wide policy or another parent at the school, the parent pursuing the grievance should seek to resolve the issue with the Principal at that particular campus. The grievance should be acknowledged via written response within 10 business days.

If resolution with the Principal is not feasible or efforts to resolve the issue have been exhausted, then the parent should bring the grievance to the attention of the Executive Director. The grievance should be acknowledged via written response within 10 business days.

Once all efforts to resolve a grievance have been exhausted with the school's staff and leadership, then a parent may bring a grievance to the attention of the Governing Board as follows:

- Any grievances should be made in writing. This allows all parties involved to work from a consistent body of information. Submission may be made by one of the below methods:
  - Via email: to the Board chairperson or a member of the Executive Committee. All grievances sent via email should include "Grievance" in the subject line to clearly delineate a formal grievance.
  - Via mail: addressed to the attention of the Board chairperson at the school. All grievances sent via mail should include "Grievance" in the Re: line to clearly delineate a formal grievance.
- Generally, the Board will not address a grievance that is made anonymously, based on hearsay, or made on behalf of another family.
- Generally, the Board will not address a grievance where resolution has not been exhausted through the teachers, the Principals, or Executive Director.
- Generally, the Board will not address specific grievances about the performance of an individual school employee in a public meeting. Any such grievances brought at a public meeting will be taken under advisement by the Board and responded to at a later time.

- The Board may, at its discretion, notify individual school employees about grievances brought against them. Parents may, however, request that they not be personally identified as the party bringing the grievance.

For any grievance presented to the Board, discussion will take place in a closed session. A response via written letter will be sent within (30) thirty days of receipt of the grievance.

See "School Community Communications " on page 28

See "Meetings of the Governing Board" on page 21

## **Approval**

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Meetings of the Governing Board

## Purpose

The adoption of this Meetings policy is to ensure majority rule; protect the rights of the minority, the absentees, and individual members; provide order, fairness, and decorum; facilitate the transaction of business; and expedite meetings.

## Duration

This policy is permanent, but subject to revision each year by the Board Chair.

## Policy and Guidelines

### Public Notification of Meetings

The public must be given at least 24 hours notice of a Board Meeting or an Executive Committee Meeting. Standing Committee meetings must be publicized via the school calendar.

### Development of the Meeting Agenda and Reports

1. The development of the agenda is the responsibility of the Board Chair.
2. The Executive Director should be consulted in the development of the agenda.
3. Ten days prior to the Board meeting, the Chair requests from Board members any agenda items, committee reports, and actions that need to be taken. The Chair takes this list under advisement.
4. Seven days prior to the Board meeting, the Chair and Recorder finalize the agenda and send it to Board members. At this time all Board members and committee chairs who will be presenting will submit their written reports to the Recorder.
5. The Friday prior to the meeting the Recorder will send all reports via email to all Board members.
6. Board members are required to read all reports prior to the board meeting.
7. The Monday prior to the meeting the agenda and all reports are posted to the school website.

### Use of Simplified Parliamentary Procedure

The Board follows a simplified version of parliamentary procedure as outlined.

### Basic Principles

1. All members have equal rights, privileges, and obligations.
2. A quorum must be present for the group to act.
3. Full and free discussion of every motion is a basic right.
4. Only one question at a time may be considered, and only one person may have the floor at any one time.
5. Members have a right to know what the immediately pending question is and to have it restated before a vote is taken.
6. Generally, no member should speak more than twice on each motion or until all other members have had a chance to speak, with a total of a 10-minute limit. Generally, the Chair should let the floor alternate between those speaking in support of and those speaking in opposition to the motion.
7. Personal remarks are always out of order.

8. A majority decides a question except when basic rights of members are involved. (A two-thirds vote is required for any motion that deprives a member of rights in any way, like cutting off debate.)
9. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
10. The Chair should always remain impartial.

### How the Board Adopts a Motion:

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**NOTE:** In Simplified Version a "Second" is not needed in order to move a motion to a vote.

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1. Presentation is made of a policy, procedure, contract, etc.
2. Motion is made to approve or table.
3. Discussion.
4. Vote.

### Common Motions to be Used:

**Motion:** To introduce a new piece of business or propose a decision or action, a motion must be made by a group member ("I move that..."). After limited discussion, the group then votes on the motion.

**Friendly Amendment:** This is the process used to change a motion under consideration. Perhaps you like the idea proposed but not exactly as offered. Raise your hand and make the following motion: "I move to amend the motion on the floor." If the person who made the original motion agrees with the suggested changes, the amended motion may be voted on without a separate vote to approve the amendment.

**Move to Committee:** This is used to place a motion in committee when an issue appears to not have easy resolution or more research is needed before action can be taken. A majority vote must rule to carry it. If an appropriate committee exists, the motion goes to that committee. If not, a new committee is established. The Chair will note when findings from the committee must be returned to the Board. The Recorder notes in the minutes when the committee should present and when the motion should be back on the agenda.

**Question:** To end a debate immediately, the question is called (say, "I call the question") and needs a second. A vote is held immediately (no further discussion is allowed). A two-thirds vote is required for passage. If it is passed, the motion on the floor is voted on immediately.

**Table:** To table a discussion is to lay aside the business at hand in such a manner that it will be considered later in the meeting or at another time ("I make a motion to table this discussion until the next meeting. In the meantime, we will get more information so we can better discuss the issue.") A majority vote is required to table the item being discussed. This motion is somewhat like Move to Committee.

**Adjourn:** A motion is made to end the meeting. A majority vote is then required for the meeting to be adjourned (ended).

### Meeting Minutes

The ANCS Board has opted to go beyond the basics and include additional items that represent a factual record of business. For example, the minutes give a summary of a discussion and provide a more complete picture of the meeting. This is helpful to members who could not attend the meeting and to those looking back at the historical record of the organization. Summaries should be balanced and include major opposing viewpoints, even if they are not adopted.

Per the ANCS Bylaws, the minutes may be taken by someone appointed by the Board in order to allow the Recorder to participate in the meeting. The Recorder maintains responsibility for the minutes even if they are taken by an appointee.

**The minutes should not include the following:**

1. Opinions or judgments like “a well-done report” or “a heated discussion.”
2. Criticisms or accolades unless thanks or expressions of appreciation were clearly the consensus of all the meeting participants.
3. Extended re-hashing of reports should not be included. Just hit the highlights or key facts, particularly if a written report is attached.

**Approval and Adoption of Minutes**

1. The minutes are presented to the Board at the following Board meeting for approval.
2. Minutes may be sent out to the Board members prior to the meeting via email or other method to expedite the review of and vote on the minutes.
3. After the Board minutes have been approved, they are to be filed in the minutes notebook maintained in the main office or other central location of the school, such as on the school website.
4. The agenda and Executive Director’s report for the meeting should be filed in the notebook with the minutes.
5. It is the responsibility of the Recorder to maintain, file, and post the minutes.

**Public Comment**

Everyone in the community is welcome to attend the monthly ANCS Board Meetings. At each and every meeting, the Board members will be seated around a primary conference table. Any guests and other members of the community will be invited to sit in designated areas around the room.

For those community members who have a specific issue that they wish to be addressed by the Board, they may submit to the Board Chair in writing an outline of their issues or concerns two (2) weeks before the next scheduled Board Meeting. Such advanced notice will give the Board Chair flexibility to reserve time on the agenda and prepare for discussion of any concerns raised by the community members.

For any concerns that are raised much closer to the next board meeting, community members should submit to the Board Chair a request in writing at least 24 hours prior to the meeting.

In both cases where advance written notice is provided, the Board Chair will have the discretion to determine whether the issue presented may be better resolved by having it first addressed by the Executive Director and/or Principals or an existing board committee.

If the issue presented will be afforded time on the agenda for an upcoming Board meeting, notice will be given to the community member at least 24 hours in advance.

Where advanced notice is not able to be timely given, any member of the community is welcome to speak at the monthly board meetings during the “public comment” portion of the agenda, which is usually scheduled toward the first part of the meeting, however, the Chair may move public comment to a different place on the agenda when appropriate. If numerous members of the public indicate a desire to speak on the subject, the Chair may limit the time of each public speaker. In such instances, the Board reserves the right to withhold any discussion of the issue immediately. In lieu of any immediate discussion, however, the board will timely respond to the concerns of the community member who made the request. The Board Chair will also have the discretion to include continued public discussion of the issues presented at a later monthly Board Meeting.

**Executive Committee Meetings**

**Executive Committee meetings** are held to conduct routine business in between regular Board meetings.

1. The Executive Committee is authorized to take a binding vote and must report its action to the Governing Board at the next Board meeting.
2. Decisions made by the Executive Committee do not require a vote of affirmation by the full Board.
3. However, decisions of the Executive Committee may be overruled by the full Board.

### **Executive Session**

**Executive Session** may be entered by the Board to discuss personnel or real estate related issues only.

1. Chair makes a motion to go into Executive Session to discuss a legal, real estate, or personnel matter.
2. Discussion is confidential and must stay relevant to the topic.
3. No votes may be taken.
4. Staff members of the Board may be excused from the discussions during Executive Session if conflict is possible due to personnel discussions; however, they should return after Executive Session to participate in the vote on all issues.
5. Minutes are to be taken by the Recorder and filed in the Recorder's records with a copy given to the Chair. These minutes are not to be public unless requested as part of a claim or case through legal means. **NOTE: This is a change pursuant to Georgia law in a 2012 revision to the Open Meetings law.**
6. Motion is made to exit Executive Session.
7. Vote is taken outside of Executive Session.

## **Related Policies**

See "Committees" on page 10

See "Board Roles and Job Descriptions" on page 8

See "School Community Communications " on page 28

See "Grievances" on page 19

## **Approval**

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014



# Parent Involvement **CURRENTLY TBD AND IN DRAFT**

## Purpose

The Governing Board will jointly develop with parents, distribute to parents of participating children, a Parent Involvement Policy that the school and parents of participating children agree on.

The school will notify parents about the Parent Involvement Policy in an understandable and uniform format and, to the extent practical, will distribute this policy to parents in a language the parents can understand.

The school will make the School Parental Involvement Policy available to the local community.

## Duration

This policy is permanent. The school will periodically update the Parent Involvement Policy to meet the changing needs of parents and the school.

## Policy

The school agrees to be governed by the following definition of parental involvement, and will carry out programs, activities and procedures in accordance with this definition:

Parental involvement means the participation of parents in regular, two-way, and meaningful communication involving student academic learning and other school activities, including ensuring—

- A. that parents play an integral role in assisting their child's learning;
- B. that parents are encouraged to be actively involved in their child's education at school;
- C. that parents are full partners in their child's education and are included, as appropriate, in decision-making and on advisory committees to assist in the education of their child.

ANCS will take the following actions to involve parents in the joint development and joint agreement of its Parent Involvement Policy:

### **SECTION 1. Parent Involvement in Decision Making Process**

Parent input will be solicited in several different ways.

#### **First Level Input – ANCS Parent Leaders:**

- The Principal of each campus and/or the Executive Director will meet with the Governing Board Chair and the PTA Parent Advisory Council to gather input and refine ideas.

#### **Second Level Input – ANCS Parent Community Mass Communication, Survey, Input Gathering Meetings**

- The Principal of each campus and/or the Executive Director will lead discussion on the topic at Board Meetings and Parent Teacher Association meetings.
- An article will be included in the Courier requesting input from parents with an invitation to input gathering meetings.
- The Principal of each campus and/or the Executive Director will write the article, which will run in several issues and be available on the ANCS website, Facebook page, and any other means used to communicate with the entire parent community.
- The article will include links to a survey if deemed an appropriate input method.

### Use of Parent Input and Feedback

The information from parents will be compiled and used in the presentation to the Governing Board as a factor in policy and procedure decision making as appropriate. The Governing Board will make a final determination on governance matters and policy decisions as outlined in the [Development and Updating of Governing Board Policies](#).

### SECTION 2. Parent Involvement in Academic and Curricular Plans and Progress

ANCS will take the following actions to involve parents in the process of school review and improvement:

- a. At least once each year ANCS parents will be invited to enter into focused inquiry and conversation with school staff regarding annual state assessment results, and curriculum embedded benchmark assessment results. The school will share their analysis of the results and elicit parent feedback regarding the school's analysis. Together staff and parents will discuss adjustments to the school academic program, which are deemed necessary in response to the data analysis.
- b. Our Governing Board will analyze our school academic performance data each year. This data will serve as the basis for updating our Strategic Plan.
- c. ANCS will provide to parents a description and explanation of the curriculum in use at the school, the forms of academic assessment used to measure student progress, and the proficiency levels students are expected to meet.
- d. This information will be distributed at school tours for prospective parents, Back to School Nights for each grade level, New Parent Coffee, Governing Board and Parent Teacher Association meetings.
- e. ANCS will hold an annual school data meeting on each campus for parents. Attention will be given to presenting information in a manner which makes the information understandable and accessible. Topics will include analysis of school CCRPI results, sub-group data, and when appropriate program improvement status. The meeting format will include input from the Campus Principal regarding the data and school interventions currently in place to address achievement gaps. Parents will be invited to share their view of the data and to offer suggestions for improved connections between home and school.
- f. Parents will receive their student's assessment results and be invited to speak with school personnel regarding the state results.
- g. ANCS will provide materials and training to help parents work with their children to improve their children's academic achievement, such as literacy training, and using technology, as appropriate, to foster parental involvement.
- h. Information about how to help students at home with homework, support key grade level standards, and other curriculum-related activities will be offered to families at the annual Back to School Night and in the school newsletter, as well as, in parent-teacher conferences.

### SECTION 3. Building Strong Ties Between Parents and Teachers

- a. ANCS will, with the assistance of the PTA and Parent Advisory Council, educate its teachers, and other staff, in how to reach out to, communicate with, and work with parents as equal partners, in the value and utility of contributions of parents, and in how to implement and coordinate parent programs and build ties between parents and schools.
- b. Faculty will receive training in how to reach out to parents in ways that establish trust and rapport and build strong partnership aimed at student success.
- c. Faculty will maintain a system of classroom parent communication that is regular, accessible, and communicates key information about ongoing student work, upcoming projects and assignments, and critical deadlines.



- d. The Courier, ANCS website, and classroom parent communications will be used to inform parents of important school information.

## **Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# School Community Communications

## Purpose

This policy describes how the ANCS Governing Board manages communications with the larger ANCS community.

## Duration

This policy is permanent.

## Policy

Communication with the Board is encouraged in several different ways.

- All parents/guardians, staff, and community members are invited to attend the monthly meetings of the Board. These meetings are open, and anyone interested may attend. The agenda for the meetings is posted on the school website 24 hours before the meeting.
- A period of public comment is included at each Board meeting.
- Letters sharing concerns may be sent to the Board by one of the following methods:
  - Via email: to the Board chairperson or a member of the Executive Committee.
  - Via mail: addressed to the attention of the Board chairperson at the school.
  - By hand: placed in the Board chairperson's box in the Parent Room.

Letters will be read at the next Board meeting. The same procedure is followed for any letter received. Parents should always feel free to identify themselves if the issue is of a serious nature that requires followup. Unsigned (anonymous) letters may or may not be presented depending on the appropriateness of the content.

It is the desire of the Board to have open, effective communication with the school community. Families should feel comfortable and not fear retaliation for expressing their concerns. Constructive criticism is always welcome. We ask that persons submitting concerns that call for action be prepared to assist with the solution where possible. We are a Board of parents, faculty and community members and will make every effort to address concerns.

See "Grievances" on page 19

See "Social Media Use by Board Members" on page 29

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

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# Social Media Use by Board Members

## Purpose

This policy outlines the rights and responsibilities of Board members in the use of social media as it relates to ANCS.

## Duration

This policy is Permanent, but subject to yearly review as platforms change.

## Policy

The Governing Board supports the expansion of technology systems to effectively meet student and staff needs in the 21st century. The Board recognizes the value of social media and networking sites and emerging platforms for online collaboration and interaction to enhance communication; strengthen connections with students, parents/guardians, staff, and community members; and support student learning and staff development. The use of social media shall support the Board's goals and focus areas and be coordinated with other communication strategies.

Board members are also subject to the general Social Media Use policy.

See "Social Media Use" on page 229

## Approval

**Policy approval date:**

19 November 2013

**Policy effective date:**

19 November 2013

**Policy review date:**

August 2014

# Trustee Emeritus

## Purpose

This policy outlines the appointment and expectations of the Trustee Emeritus position.

## Duration

This policy is permanent.

## Policy

### Criteria for the Emeritus Position

This is an honorary position and is offered to a former Board member who has given distinguished service to ANCS.

Distinguished service is defined as: a former trustee's active participation and engagement when serving as a full member of the Board for a period that extended for more than one complete term; consistent philanthropic support; and demonstrated interest in the institution.

### Responsibilities and Expectations

1. The position is non-voting.
2. A person can be appointed as a Trustee Emeritus upon the recommendation of the Executive Director the Board. Approval requires a two-thirds majority vote by the Board.
3. The Trustee's participation at Board meetings is limited to the official "annual" meeting, although they may also be invited to a portion of the Board retreat.
4. Trustees emeriti should be kept informed about the issues being addressed by the Board and the institution through regular communications from institution leadership.
5. Trustees emeriti should be engaged at occasional Board gatherings and special meetings with institution leadership; as participants on ad hoc committees that might benefit from their expertise; and as special guests at institution functions.
6. Trustees emeriti should be part of fund-raising activities of the institution and the Board and willingly serve as advocates on behalf of the institution and its priorities.

## Approval

**Policy approval date:**  
20 August 2013

**Policy effective date:**  
19 November 2013

**Policy review date:**  
August 2014



# Introduction to Business and Operations Policies



# Introduction to Buildings and Grounds

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# Annual Safety Inspections

## Purpose

Each campus will be inspected per the following schedule.

## Duration

This policy is permanent, but it is subject to revision based on equipment in use and facilities changes.

## Policy

- a. The Director of Business and Operations is responsible for scheduling and overseeing all safety inspections.
- b. For any inspections performed by an outside service or regulatory official, a representative from ANCS must accompany the inspector.
- c. Proof of inspection must be submitted in writing to APS’s Office of Innovation for some items.

Equipment Inspections	Frequency/Notes
Sprinkler System	Triton - Yearly
Kitchen Hoods—Middle Campus	Pyro Protection
Elevator—Elementary Campus	Schinkdler
Fire Marshal	Unannounced visit to each campus prior to the start of school.
Security System	Typically scheduled in July for the upcoming school year.
Alarm Certification	Sent to APS prior to school opening.
Back Flow Test	Back flow valve for City of Atlanta water. A&R Plumbing does a back flow test every year.
Fire Extinguisher	Inspected per the schedule on the tag. MC inspected by Pyro Protection. EC inspected by Cliff’s.
Grease Trap	Yearly
Food Service Permit	As required by the Fulton County Department of Health.

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Asbestos Management

## Purpose

To remain in compliance with all federal and state laws on the use and abatement of asbestos-related materials.

## Duration

This policy is permanent.

## Policy

- a. The Director of Business and Operations will maintain documentation outlining all asbestos in use at ANCS.
- b. As of 2005, the Elementary Campus is certified asbestos-free.
- c. The Middle Campus maintains a binder outlining all asbestos-related materials and their abatement requirements.
- d. This notebook is under the jurisdiction of the Director of Business and Operations and can be viewed with prior permission.

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Building Maintenance and Repairs

## Purpose

This policy relates to the maintenance schedule and the process for submitting work requests.

## Duration

This policy is permanent, but it is subject to change based upon changing maintenance needs.

## Policy

### SECTION 1. Regular Maintenance

- a. The Director of Business and Operations shall maintain a system of building maintenance that prioritizes regular maintenance and repairs.
- b. Preventative/scheduled maintenance and any associated plans shall be accounted for as part of the annual operating budget. See "Annual Operating Budget" on page 43.

### SECTION 2. Repair Requests

- a. A ticketing system will be in place that allows for requests to be submitted to the Director of Business and Operations. The ticket can be filled out by any employee of ANCS.
- b. The Director of Business and Operations reviews all tickets and turns over requests to the Maintenance Supervisor.
- c. The Maintenance Supervisor prioritizes approved requests.

### SECTION 3. Emergency Repairs

- a. For emergencies, the Maintenance Supervisor can be contacted directly via email, phone, or in person.
- b. If the emergency is impacting students, every effort should be made to attend to the repair as quickly as possible.
- c. Emergency repairs may be outsourced at the discretion of the Director of Business and Operations and the Maintenance Supervisor.
- d. Emergency repairs should not be undertaken without the permission of at least one of the following people:
  - a. Director of Business and Operations
  - b. Maintenance Supervisor
  - c. Executive Director

## Resources

See "Annual Operating Budget" on page 43.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Building Use

## Purpose

This policy outlines the conditions under which groups (external and those associated with ANCS) may use the buildings and grounds of either campus.

## Duration

This policy is permanent.

## Policy

- a. Any requests for use of ANCS facilities by individuals, groups, and/or organizations not affiliated with ANCS must be directed to the school's Director of Business and Operations for approval by the school's Executive Director.
- b. Any individuals, groups, and organizations receiving approval for such requests must sign the school's Facilities Use Agreement.
- c. Any individuals, groups, and organizations paying a fee to use the facilities must provide a certificate of insurance for \$1,000,000 in liability coverage listing ANCS as a named insured.

## Resources

See "School-Sponsored Event" on page 38 for additional guidelines governing internal events.

## Approval

**Policy approval date:**

10/2008

**Policy effective date:**

10/2008

**Policy review date:**

[dd mm yyyy]

# Improvements

## Purpose

This policy outlines facility as well as buildings and grounds improvements and the Site Strategic Plan process.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Improvements in the Annual Operating Budget

- a. All anticipated improvements should be incorporated into the annual operating budget during the budget process in the spring. See "Annual Operating Budget" on page 43.
- b. The Director of Business and Operations will use the Site Strategic Improvement Plan matrixed against the expected budget to develop priorities for improvements.
- c. During the course of the fiscal year, it may be necessary for the Director of Business and Operations to review the budget and adjust improvement expenditures based upon other expenditures that impact the budget. Any adjustments should be reviewed with the Finance Chair and the Executive Director.

### SECTION 2. Site Strategic Improvement Plan

- a. In order to guide improvements, each campus should follow a Site Strategic Improvement Plan
- b. The Plan should be developed by the Director of Business and Operations in consultation with the Executive Director, Maintenance Supervisor, Finance Chair, and Board Chair. Additional members may include people from the Buildings and Grounds Committee, Principals, and faculty representatives. The composition of the committee is under the jurisdiction of the Director of Business and Operations.
- c. The Site Strategic Improvement Plan will outline expected improvements using a three-year rolling cycle.
- d. Expected improvements are to address items in need of regular replacement, such as carpeting, flooring, painting, bathroom upgrades, and tile remediation.
- e. The Plan may also outline larger improvements that are considered capital improvements, such as mechanical systems, roofs, playground refurbishment, tree maintenance, and window replacement.
- f. The Site Strategic Improvement Plan will be reviewed with the Governing Board as part of the overall budget review process.

## Resources

See "Annual Operating Budget" on page 43.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# School-Sponsored Event

## Purpose

The following procedures are in place to ensure the safety of all students, faculty, parents, and community members attending school-sponsored events held at either campus of ANCS outside of regular school hours.

## Duration

This policy is permanent.

## Policy

Any school-sponsored events—including those coordinated by the PTCA—must be approved by the Principal of the campus where the event will be held.

### SECTION 1. Request Requirements for Building Use

- a. Requests must be received at minimum two weeks, but preferably one month, in advance of the event
- b. Any PTCA-sponsored event must first be approved by the PTCA president prior to going to the Campus Principal for approval.
- c. At a minimum, requests for approval of the event must include the following:
  - i. Name of lead organizer(s) for event
  - ii. Name of school employee(s) who will attend event to assist
  - iii. Purpose of event
  - iv. Location of event
  - v. Date and start/end times of event
  - vi. Expected number of attendees
  - vii. Cost, if any, of admission to event

### SECTION 2. Required School Personnel

- a. For all school-sponsored events expected to have **fewer than 75 people** in attendance, there must be at least one school employee in attendance to assist at the event (in addition to lead organizer[s]).
- b. For all school-sponsored events for which attendance is expected to be **in excess of 75 people**, at least two school employees must be in attendance to assist at the event (in addition to lead organizer [s]).

### SECTION 3. Capacity Limits

- a. All school-sponsored events must comply with posted capacity limits for the locations in which they are being held.
- b. If attendance at an event is expected to be **in excess of 75 people**, tickets for the event must be sold (in advance, at the event itself, or both), and the lead organizers must stop admitting people to the event once the number of tickets sold reaches the capacity limit for the location of the event.

### SECTION 4. Emergency Procedures

- a. At all school-sponsored events, the school employee(s) in attendance to assist with the event must have access to an emergency kit that includes the emergency procedures for the building and a bullhorn.



- b. Within the first 15 minutes of the start of all school-sponsored events, one of the school employees in attendance to assist at the event must review with those in attendance the emergency evacuation procedures for the location in which the event is being held.
- c. If for any reason the building needs to be evacuated during a school-sponsored event, the school employee(s) at the event should ensure no one re-enters the building until clearance to do so has been given by emergency personnel.
- d. The administrator on call should be contacted immediately if the building has to be evacuated for any reason.

### **SECTION 5. Administrative Support**

- a. During all school-sponsored events, at least one of the following administrators will be "on call" and available by phone to consult with the employee(s) in attendance at the event and available to come to the school building within 30 minutes in the event of an emergency:
  - i. Elementary or Middle Campus Principal
  - ii. Elementary or Middle Campus Assistant Principal
  - iii. Director of Business and Operations

### **SECTION 6. End-of-Event Procedures**

- a. Upon the conclusion of all school-sponsored events, the school employee(s) and lead organizer(s) should remain on site until the building is empty and all attendees have left.
- b. The school employee(s) in attendance to assist should secure the building and notify the administrator on call that the building is secure prior to departure.

## **Approval**

**Policy approval date:**  
2007

**Policy effective date:**  
2007

**Policy review date:**  
[dd mm yyyy]



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# Accounting System

## Purpose

This policy controls the overall structure of the accounting system in use by ANCS.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Fiscal Year

ANCS adopts a fiscal year that begins on July 1 and ends June 30 of the following year.

### SECTION 2. Financial Accounting

ANCS fully complies with generally accepted accounting principles (GAAP) and any other applicable state and federal standards for financial management systems.

#### SECTION 2.1 Accounting Records

The school shall maintain records that adequately identify the source and application of funds. These records must contain information pertaining to grant or subgrant awards and authorizations, obligations, unobligated balances, assets, liabilities, outlays or expenditures, and income.

#### SECTION 2.2 Internal Controls

The school shall maintain effective control and accountability of all state and local funds, federal grant and subgrant cash, real and personal property, and other assets obtained with local, state, or federal funds. The school shall adequately safeguard all such property and ensure that it is used solely for authorized purposes.

#### SECTION 2.3 Source Documentation

Accounting records must be supported by such source documentation as canceled checks, paid bills, payrolls, time and attendance records, contract and subgrant award documents, etc.

#### SECTION 2.4 Budget Control

The school shall compare actual expenditures or outlays of state or federal funds with budget amounts for each fund, grant, or subgrant. Financial information must be related to performance or productivity data, including the development of unit cost information whenever appropriate or specifically required in the grant or subgrant agreement. Applicable federal cost principles, agency program regulations, and the terms of grant and subgrant agreements will be followed in determining the reasonableness, allowability, and allocability of costs.

#### SECTION 2.5 Account Code Structure

All charter schools must use the account code structure as described in the Georgia Department of Education's Chart of Accounts.

#### SECTION 2.6 Accounting Software and Systems

The Director of Business and Operations will seek the approval of the Executive Director and the Finance Chair before changing software systems used in accounting. This does not apply to regular updates and upgrades of the system in current use.



## **Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Annual Operating Budget

## Purpose

This policy outlines budget development, reporting, and stakeholder approval of the budget.

## Duration

This policy is permanent.

## Policy

The Governing Board of ANCS adopts the following policy, which shall be effective on the date that the policy is adopted by the Board.

### SECTION 1. Budget Development

The Director of Business and Operations shall ensure that the ANCS complies with all state and federal laws and rules concerning the budget and related processes of the school.

### SECTION 2. Budget Process

- a. The Executive Director will ensure that ANCS follows a budgeting process that is consistent with the requirements of federal and Georgia statutes, State Board of Education Rules and Regulations, and any other applicable laws or rules.
- b. The Director of Business and Operations is responsible for the preparation of the annual budget.
- c. **Needs Assessment.** Each spring, before the annual operating budget is drafted, the Director of Business and Operations shall ensure that a needs assessment is drafted and finalized by a budget committee consisting of the school's Executive Director, the Finance Chair, and other individuals as designated by the Board. The needs assessment shall inform the drafting of the annual budget.
  - i. Request that budget holders within the school send in any updated information to the Finance Committee. Example: Curriculum materials are projected to go from \$30,000 to \$40,000.
  - ii. Stakeholders and the Leadership Team send in expected requests via a document supplied by the Director of Business and Operations that addresses their particular budget area.
  - iii. The Finance Committee will start setting standing meetings in March where, in addition to regular Finance Committee meetings, it reviews all budget requests as well as projections and information provided by APS. The Leadership Team, as well as other stakeholders (PTCA, Aftercare, etc.) with budget input, is invited.
  - iv. The Finance Committee drafts a balanced budget that follows the fiscal year.
  - v. At least one open community meeting on the annual operating budget will be held prior to the Board's adoption of the budget.
- d. **Adoption.** The Director of Business and Operations and the Finance Chair present the draft budget to the Governing Board at the May board meeting. The Board shall formally adopt the budget in an open meeting held in accordance with the Board's bylaws before the fiscal year begins (prior to July 1) and before the expenditure of any funds.
- e. **Minutes.** The Governing Board Secretary will record the adoption of the budget and any amendments in the Board meeting minutes in which the adoption occurs.

### SECTION 3. Budget Reporting

At each meeting of the Governing Board, the Finance Chair presents a report comparing budget to actual.



**SECTION 4. Post-Adoption Budget Amendment**

After the adoption of the budget, the Executive Director and the Board shall review actual fund disbursements compared to the adopted budget and direct the Director of Business and Operations and the Finance Chair to make amendments as needed. This shall occur soon after actual student enrollment is determined. The budget may also be amended if any changes in income have occurred, such as grants. The Finance Committee is responsible for drafting a proposed amended budget, which must then be presented to the Board and officially adopted.

**Approval**

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Audit and Annual Report

## Purpose

This policy outlines steps taken to create the annual report and oversee the outside audit process.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Annual Audit

- a. Annually, the Governing Board shall ensure the engagement of a certified public accountant (CPA) to audit the financial and programmatic operations of ANCS. The Board shall select and contract only with Georgia-licensed CPAs. The Board shall ensure that the school provides timely assistance to the auditors in order to provide them with the necessary information for the audit.
- b. Once the Governing Board receives the final report, it must vote to accept the contents of the audit at either its next regularly called meeting or at a special meeting called in accordance with the Board's bylaws.
- c. The Director of Business and Operations shall ensure that a copy of the annual audit report is filed in a timely manner with Atlanta Public Schools. The audit report should include a certificate signed by the Chair of the Board indicating that the Board voted to accept the contents of the audit. If the Board did not accept the contents of the audit report, that should be noted with the submission.

### SECTION 2. Annual Financial Statement

- a. The Director of Business and Operations shall prepare, or cause to be prepared, an annual financial statement subject to the authority of the Board during the fiscal year showing all of the following:
  - i. The total receipts of all funds, itemized by source of revenue, including taxes, assessments, service charges, grants of state money, gifts, or other general sources from which funds are derived
  - ii. The total disbursements of funds, itemized by the nature of the expenditure
  - iii. The balance at the close of the fiscal year
- b. The Director of Business and Operations shall ensure that the annual financial statement is submitted to all authorizers concurrent with the submission of the Annual Audit.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Bank Accounts and Check Procedures

## Purpose

This policy governs the type of bank accounts used and the rules around check management and check signing.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Bank Accounts

- a. The Director of Business and Operations has the authority to open a business checking account and a business operating account on behalf of ANCS to be used to hold the school's assets.
- b. The Director of Business and Operations has the authority to enter into an agreement with a bank or other federally insured financial institution once the Board has adopted a formal resolution at a Board meeting held in accordance with its bylaws designating the bank for the school to use for its financial transactions. Once the resolution has been adopted, the Director of Business and Operations has the authority to enter into an agreement with the selected financial institution. This agreement should be signed by the Executive Director and the Chair of the Governing Board.

### SECTION 2. Checks

- a. **Drafting Checks.** Any authorized check drafted on the school's designated bank account shall follow these guidelines:
  - i. Checks of less than \$10,000 require a single signature of a Principal, the Executive Director, or the Nutrition Director.
  - ii. Checks in excess of \$10,000 will require the signature of the Executive Director.
  - iii. No checks shall be signed prior to the check being completed in its entirety—no signing of blank checks.
- b. **Checks Received.** Checks received shall be endorsed "for deposit only" and deposits should be made weekly by someone other than the person who prepared the deposit. See "Cash and Income Management" on page 52.
- c. **Check Requests.** Services or products rendered, reimbursement requests with original receipts, or mileage reimbursements may receive payment with a check. See "Reimbursement and Disbursement" on page 73 for more information.
  - i. All check requests shall be submitted to the Director of Business and Operations for processing.
  - ii. All check request forms shall be maintained by the Director of Business and Operations.
- d. **Vendor Check Requests.** See "Vendor Contracts and Purchasing Limits" on page 82
- e. **Manual Checks.** The Nutrition Director will use manual checks for COD vendors.
- f. **Petty Cash.** See "Cash and Income Management" on page 52 for more information.
- g. **Refunds.** In situations where, for example, a student will be unable to attend a planned field trip for which the parents/guardians have pre-paid, and the teacher or program coordinator elects to refund the amounts paid for the trip, they may do so by using a Purchase/Disbursement Request form.

- i. Complete the form by circling check request.
  - ii. Indicate the name and address of the payee (parent/guardian).
  - iii. Provide a full and complete description of the purpose for the payment.
  - iv. Fill in the total amount of the check request, account/budget to be charged, person requesting payment, and date payment is needed.
  - v. Indicate whether the check should be mailed or returned to a specific individual.
  - vi. Attach supporting documents, which must include a copy of the original deposit form identifying their check information and when the original deposit was made, and a letter, if applicable, indicating the reason for the refund.
  - vii. Submit the disbursement request form to the appropriate budget stakeholder (e.g., Content Coordinator, Principal, Executive Director) for approval and forward the approved form to the Business Office. Allow two weeks for check processing.
- h. Checks payable to cash for any reason are prohibited.

**SECTION 3. Mail Procedures**

- a. The receptionist receives the mail, opens it, and then delivers it to the Business Office.
- b. An accounting staff member should receive the checks and daily collection report or receipt book from the person opening the mail.

**SECTION 4. Bank Reconciliation**

- a. There will be segregation of duties between individuals responsible for cash receipts and cash disbursement and the individual(s) responsible for bank reconciliations.
- b. The Director of Business and Operations or designee is responsible for bank reconciliations at a minimum of once monthly. Bank statements should be delivered to the Director of Business and Operations unopened.
- c. Each bank statement, assets, and liabilities shall be reconciled to both the checkbook and the general ledger.

**SECTION 5. Executive Director Bank Review**

- a. The Executive Director will maintain a separate bank login and password for all bank accounts.
- b. The Executive Director will maintain a log book documenting the review of bank activity.
- c. This log book will become part of the record submitted for the Annual Audit.

**SECTION 6. Credit/Debit Card Procedures**

- a. It is the policy of ANCS that credit card use shall be limited and only the following employees or board members are authorized to use credit cards:
  - i. Principals, Maintenance Supervisor, Director of Business and Operations, Executive Director
  - ii. Credit cards shall be used for school business expenditures only.
  - iii. They may not be used for personal purchases and/or cash transactions and shall be maintained by the highest level of security.
  - iv. All credit card purchases must be approved by the Principal/Executive Director.
  - v. When returning the card, the "Reimbursement /Check Request/Credit Card Transaction" form must also be submitted with "Credit Card Transaction" circled or highlighted.
  - vi. This form must be accompanied by a receipt or other type of invoice for the charge and the applicable budget the charge goes against.
- b. ANCS does not use debit cards for the general operating funds.



- c. Aftercare, Nutrition, and the PTCA may use debit cards for purchases, but the debit cards may not be used with a PIN and must be structured to require a signature.

### **SECTION 7. Transfer of Information**

- a. If the individual serving as the Director of Business and Operations ends his or her term with the Board/employment with ANCS or is terminated by the school or otherwise removed from his or her duties, he or she shall immediately give the school management all necessary passwords and other related information.
- b. The school will change the passwords and other security information once the individual serving as the Director of Business and Operations ends his or her employment with the school.

## **Resources**

See "Cash and Income Management" on page 52, "Reimbursement and Disbursement " on page 73, and "Vendor Contracts and Purchasing Limits" on page 82.

**Reimbursement/Check Request/Credit Card Transaction form**

## **Approval**

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]



# Benefits Administration

## Purpose

To describe the administration of benefits at ANCS and the regulations that apply to it.

## Duration

This policy is subject to yearly review.

## Policy

### SECTION 1. Policies Offered

- a. Policies offered are subject to yearly review and may change according to current market conditions and the budget process. See "Annual Operating Budget" on page 43.
- b. Major policies offered include health, dental, and vision.
- c. Supplemental policies offered but not covered by ANCS include short term disability (STD) and accidental death and dismemberment (AD&D).
- d. Supplemental policies offered and covered by the school: \$50,000 life insurance policy.

### SECTION 2. Annual Health Insurance Negotiation

- a. The Director of Business and Operations is responsible for seeking bids and managing benefits negotiation on an annual basis.
- b. A broker may be used to assist in gathering information and seeking updated bids for benefits.
- c. The process is as follows:
  - i. Broker and Director of Business and Operations conduct a census to gather information about insurance needs.
  - ii. Once the census is complete, the Broker bids out the insurance to carriers that will fit the needs of ANCS as revealed by the census.
  - iii. The Director of Business and Operations reviews bids with the Finance Chair and the Executive Director.
  - iv. The Broker and the Director of Business and Operations hold an information session for the Finance Committee where they can ask questions about the proposed coverage.
  - v. Once the decision is made by the Executive Director and the Director of Business and Operations, all required information is submitted to the Broker and the policy is issued.
  - vi. If the new policy creates a change to the balanced and approved budget, the Governing Board will be informed during the regular monthly meeting. See "Annual Operating Budget" on page 43.

### SECTION 3. Open Enrollment

Open enrollment begins in early December and runs through December 31.

### SECTION 4. Salary Reduction for Benefits Process

The Director of Business and Operations structures all salary reductions for benefits on a semi-monthly basis as a payroll deduction.



## **Resources**

See "Annual Operating Budget" on page 43, "Benefits Offerings and Eligibility" on page 239, and "Compensation" on page 244.

## **Approval**

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Capital Assets Accounting

## Purpose

This policy governs the practice of tracking capital assets. Capital assets are defined as property (movable or immovable, tangible or intangible, fixed or circulating) owned by ANCS.

## Duration

This policy is temporary and subject to revision at the implementation of a full capital assets software system.

## Policy

At this time, ANCS tracks capital assets via tax return, as there is no software in place to track assets electronically.

## Resources

TBD

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Cash and Income Management

## Purpose

This policy governs the management of cash (both regular cash transactions and petty cash). Additionally, it outlines the management of funds outside of business operations, such as those related to Aftercare, Athletics, and PTCA.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Accounting for Cash Transactions

- a. **Documentation.** All cash transactions shall be recorded in writing, such as by handwritten receipt detailing from whom the money came and in what amount, which shall be signed and dated by the Director of Business and Operations or his or her designee who has the authority to receive cash on behalf of ANCS.
- b. **Depositing Cash.** The Director of Business and Operations shall be responsible for depositing cash in ANCS's bank account. Deposits shall be made weekly at a minimum. All undeposited cash shall be kept in a secured location on school premises with limited access. A copy of the validated deposit slip shall be returned to the school on the same day the deposit is made or the next day after the deposit is made.
- c. **Expenditures.** All expenditures of school funds, including cash expenditures, shall be documented and accounted for by daily receipts. As a general rule, cash will not be used to make purchases except from petty cash, as described below. School checks shall not be made payable to "Cash."
- d. **Segregation of Duties.** The Director of Business and Operations shall ensure that appropriate segregation of duties exists with regard to the handling of all money transactions, including reconciliation.

### SECTION 2. Petty Cash

- a. As of the approval date of this policy, ANCS does not utilize petty cash funds.

### SECTION 3. Direct Funding Income Deposits

- a. ANCS receives funding through several governmental educational agencies (e.g., DOE, APS).
- b. Deposits from these sources are directly deposited into ANCS bank accounts.

### SECTION 4. Aftercare Income/Deposits

- a. Aftercare receipts are to be submitted with a Program Payments/Deposits form.
- b. The name of the program, the date or period of service, and the name of the program coordinator must be written on the top of the form.
- c. Names of individual participants/payers, the amounts received, and method of payment should be completed.
- d. The cash total, check total, and grand total must be calculated and listed at the bottom of the form.
- e. A software generated report tracks the deposits.
- f. The Aftercare Director should maintain a copy of the deposit form with their records and then forward the deposit form and receipts to the Business Office to be deposited.

- g. Deposits should be submitted to the Business Office on a bi-weekly basis and all receipts should be submitted within one week of the date received by the Aftercare Program.

### **SECTION 5. Athletics Deposits**

- a. Athletics deposits are to be submitted with a Program Payments/Deposits form.
- b. The name of the program (i.e., Athletics), the name of the event (e.g., Boys Basketball), date of the event, and the name of the Athletics Director/Assistant must be written on the top of the form.
- c. Names of individual participants/payers, the amounts received, and method of payment should be listed on the Program Payments Deposit Form.
- d. The cash total, check total, and grand total must be calculated and listed at the bottom of the form.
- e. The Athletics Director at the Middle Campus should maintain a copy of the deposit for their records and deliver the deposit to the Front Office Assistant for safekeeping until pickup.
- f. All athletics receipts should be submitted within one week of the date the activity begins.

### **SECTION 6. Activities Deposits**

- a. Budgeted school programs include such programs and activities as school meals, field trips, afterschool, clubs, yearbook, enrichment, camps, etc.
- b. Deposits for these programs and activities must be submitted with a completed Program Payments/Deposits form.

### **SECTION 7. Field Trip Deposits**

- a. Each teacher should ensure that field trip payments collected will cover all of the costs of the trip, as it is the policy of the school that field trips should break even from a cost standpoint.
- b. Both a refund forfeiture date and a payment cut-off date, after which only cash payments will be accepted, should be established for major trips for which the cost per student is greater than \$25.
- c. Field trip deposits are to be submitted with a Program Payments/Deposits form. A separate form should be used for each trip.
- d. The name of the program (e.g., 5th Grade Field Trip), the name of the event (e.g., Blue Ridge Trip), date of the event, and the name of the teacher/coordinator must be written on the top of the form.
- e. Names of individual participants/payers, the amounts received, and method of payment should be completed.
- f. The cash total, check total, and grand total must be calculated and listed at the bottom of the form.
- g. The teacher should retain a copy of the form with their records and forward the deposit form and receipts to the Business Office to be deposited.
- h. All field trip receipts should be submitted prior to the date of the trip but no later than one day after the date of the trip.

### **SECTION 8. Fund Development Deposits**

See "Fund Development, Fundraising, and the Annual Campaign" on page 61.

- a. Deposits are to be submitted with a Program Payments/Deposits form.
- b. The name of the program (e.g., Auction), the name of the event (e.g., Wonderball), date of the event, and the name of the volunteer/teacher/coordinator must be written on the top of the form.
- c. Since most of the "other" deposits are receipts from fundraising activities and it is unlikely that any refunds would be requested, it is not necessary to list individual payers in detail on the deposit form.
- d. Names of individual participants/payers would be necessary only if the deposit is for annual campaign donations in which the contributor would need to be identified as a donor and acknowledged with a

thank-you letter, in which case the names, the amounts received, and method of payment should be completed.

- e. The cash total, check total, and grand total must be calculated and listed at the bottom of the form. The submitter should maintain a copy of the form for their records and forward the deposit form and receipts to the Business Office to be deposited.
- f. All “other” receipts should be submitted within one week of the date collected.
- g. Use of software for the auction is acceptable as long as the deposit income batch report is compatible with the current ANCS accounting system.

## **SECTION 9. Meal Deposits**

- a. Order forms are completed and returned to the school along with the parent payment.
- b. Parent lunch payments are received and entered into the Fastlane/Horizon lunch software system and applied to the respective student’s account by the ANCS nutrition staff.
- c. This system serves as the A/R subsidiary ledger.
- d. A “Prepaid Collections Report” should be generated and printed from the Fastlane/Horizon system after each batch of lunch receipts has been entered.
- e. The Front Office Manager should maintain a copy of the deposit with their records. The Front Office Manager at the Middle Campus should deliver the deposit to the Front Office for safekeeping until pickup.
- f. Lunch receipts should be prepared and submitted to the Business Office for deposit on a weekly basis and within one week of the date the parent payment was received.
- g. At the end of each month, the Front Office Manager at each campus location must print a Charge Report from the Fastlane/Horizon system which lists each student’s account balance. This report is to be forwarded to the Director of Business and Operations on a monthly basis.
- h. Monthly statements are to be issued to all parents, which serve to inform parents/guardians of their outstanding balances, and additionally support collection efforts.
- i. The Front Office Manager notifies parents/guardians of student accounts on which the balance is \$25 or greater that their student can no longer be served meals until the outstanding balance has been paid to the school.
- j. The FND ensures that all meal account balances have been paid at the end of the school year and that meal accounts in the Fastlane/Horizon system are reset for the next school year.
- k. Payments made via Meal Pay send an automatic deposit to the nutrition bank account.

## **SECTION 10. Enrichment Program/Deposits**

- a. ANCS receives 10 percent of the enrichment fees to cover the costs of facility usage and program administration.
- b. Instructors are paid in full at the midpoint of the term.
- c. Enrichment Instructors may not utilize existing classroom supplies for their enrichment sessions.
- d. Enrichment Instructors are responsible for providing their own supplies and may not place orders with vendors in the name of ANCS or by utilizing ANCS accounts.
- e. Individuals not under contract with ANCS who would like to provide an enrichment offering must provide proof of insurance (with a minimum of \$1 million in liability coverage) along with their application.
- f. Approval of their program offering is subject to their submitting to the Director of Business and Operations an executed Building Use Agreement along with a Certificate of Insurance listing ANCS as the named insured.

- g. Enrichment Program Coordinators should obtain Director of Business and Operations sign-off before issuing final approval of Enrichment class offerings to individuals not under employment contract with ANCS.
- h. Enrichment deposits are to be submitted with a Program Payments/Deposits form.
  - i. The name of the program (i.e., Enrichment), the name of the event (e.g., Track Club), date of the event, and the name of the teacher/coordinator must be written on the top of the form.
  - j. If there is more than one teacher/coordinator, both names should be listed, and enrichment paychecks will be divided equally between the listed coordinators.
- k. Names of individual participants/payers, the amounts received, and method of payment should be listed on the Program Payments Deposit Form.
  - l. The cash total, check total, and grand total must be calculated and listed at the bottom of the form.
- m. The coordinator should maintain a copy for their records and then forward the deposit form and receipts to the Business Office to be deposited.
- n. All enrichment receipts should be submitted within one week of the date of the first activity session.

### **SECTION 11. Summer Camp Deposits**

- a. Summer Camp deposits procedures are the same as those for Enrichment deposits.
- b. Refer to the Enrichment Deposit section for procedural steps.
- c. All enrichment receipts should be submitted prior to the date of the first activity session.

### **SECTION 12. PTCA Deposits**

- a. Deposited funds are used primarily to award mini-grants to teachers and staff through a grant application process.
- b. Funds that they raise are primarily collected and deposited by their Treasurer; however, funds may also be prepared for deposit by other PTCA volunteers.
- c. PTCA deposits are to be submitted with a Program Payments/Deposits form.
- d. The name of the program (i.e., PTCA), the name of the event (e.g., Yard Sale), date of the event, and the name of the coordinator/parent volunteer must be written on the top of the form.
- e. Names of individual participants/payers, the amounts received, and method of payment should be completed on the form as appropriate.
- f. Since most of the PTCA deposits are receipts from fundraising activities and it is unlikely any refunds will be requested, it is not necessary to list individual payers in detail on the deposit form.
- g. The cash total, check total, and grand total must be calculated and listed at the bottom of the form.
- h. The volunteer preparing the deposit should submit a copy of the deposit form to the PTCA treasurer and should forward the deposit form and receipts to the Business Office to be deposited.
- i. All PTCA receipts should be submitted no later than one day after the date the activity ends.

## **Resources**

See "Fund Development, Fundraising, and the Annual Campaign" on page 61.

## **Approval**

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Debt and Mortgage Servicing

## Purpose

This policy outlines the circumstances under which ANCS may enter into debt and how that debt is managed on an ongoing basis.

## Duration

This policy is permanent.

## Policy

ANCS is prohibited from entering into any debt unless the debt has been fully reviewed by the Finance Committee and approved by the Governing Board.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]





## Disbursements

See "Bank Accounts and Check Procedures" on page 46.

# Family Financial Obligations

## Purpose

This policy explains the process to be followed in the instance of non-payment of financial obligations by an ANCS family.

## Duration

This policy is permanent.

## Policy

### SECTION 1. General School Expenses

- a. By the end of the school year families are responsible for closing out any outstanding account incurred during the school year.
- b. The school administration is responsible for establishing a process for notification of outstanding financial obligations.
- c. Extenuating circumstances affecting a family's ability to meet their financial obligations may be dealt with as appropriate on an individual basis.
- d. The school administration may, at their discretion, hold report cards and other final grade reports until financial obligations are met or a payment plan is put into place.

### SECTION 2. Aftercare

- a. The director of Aftercare may, at their discretion and as appropriate, terminate aftercare services for a family with outstanding financial obligations related to Aftercare.
- b. The director of Aftercare will have discretion over the cut-off amount accrued.
- c. Family's with an accrued balance will be given sufficient written notice to clear the balance before aftercare services are terminated.

### SECTION 3. Meals

- a. Meals must be prepaid. All payments are made to ANCS
- b. Payment for meals may be made in the following ways:
  - i. Parents can give cash to front desk at either school. NOTE: Students are not to handle cash. Payments in cash can only be made by an adult.
  - ii. Parents can use the online Meal Pay service, which includes a small processing fee.
  - iii. Parents can pay by check made to ANCS with "Meal Pay" clearly marked on the check.
- c. Once a meal account balance is over \$25 in funds owed, the student will not be allowed to purchase meals until the balance is cleared. A paper invoice will be sent home via the student to families with a balance
- d. Students who have been cut off of meal service will be offered an alternative meal such as a sandwich. At no time is it appropriate for students to go hungry.
- e. Families' with more than a \$25 meal account balanced owed will receive notification from ANCS of the overage.
- f. Parents may request a detailed balance at any point.



**SECTION 4. Release of Records Related to Family Financial Obligations**

- a. Records will not be released until all financial obligations have been met.

**Resources**

See "Financial Obligations" on page 176.

**Approval**

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Fund Balance

## Purpose

The Board recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the school. When developed, this policy will establish guidance concerning the desired level of year-end fund balance to be maintained by the school and the management of fund balance levels and is applicable only to the General Fund of the school.

## Duration

This policy is temporary.

## Policy

This policy is currently under development by the Executive Director and Finance Committee.

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Fund Development, Fundraising, and the Annual Campaign

## Purpose

The purpose of the Atlanta Neighborhood Charter School's primary fundraisers is to raise funds to supplement funding received from the state and Atlanta Public Schools.

The revenue from these events enables ANCS to maintain the operations and the educational programs of the school. These events also provide an opportunity for ANCS to connect with the larger through direct mail pieces and other updates that communicate the school's mission and accomplishments.

## Duration

This policy is permanent.

## Policy

All ANCS fundraising efforts should be coordinated between the Executive Director, the Campus Principals, and the Fund Development Chair.

### SECTION 1. The Fund Development Committee

- a. The Fund Development Committee reports to the Governing Board and the Executive Director and is a standing committee of the Board.
- b. The committee may include:
  - i. Fund Development Chair
  - ii. Executive Director
  - iii. Governing Board Chair
  - iv. Finance Chair
  - v. Director of Business and Operations
  - vi. Representative from the Auction Committee
  - vii. Representative from the Annual Campaign Committee
  - viii. Volunteers

### SECTION 2. Fund Development Yearly Goal

- a. The financial goal for the primary fundraisers will be set by the Governing Board as a part of the approved budget each year.
- b. The Annual Campaign strategies consist of :
  - i. Individual contributions made by school families and staff, and families and individuals within the greater community, secured primarily through direct mail solicitation.
  - ii. The yearly Auction event.
  - iii. Business support through the solicitation of local businesses for sponsorship or other types of partnerships with the school, including corporate sponsorship.
- c. If the target goal for the Annual Campaign or Auction is exceeded in a given year, the Fund Development Chair will work with the Finance Committee to make a recommendation to the Governing Board as to how any additional funds raised through Fund Development be allocated.

**SECTION 3. Donor Recognition**

- a. Thank you letters from the Executive Director and the Campus Principals will be sent to all individuals who make a financial contribution to the Annual Campaign.
- b. Management of thank you letters is a function of the Business Office.

**SECTION 4. Directed Donations**

With the exception of grants, ANCS generally does not accept directed donations (donations that must be spent on specified items or expenses). Exceptions may be made as deemed appropriate by the Executive Director and the Governing Board.

**SECTION 5. Annual Campaign**

- a. The Annual Campaign consists primarily of a direct appeal for individual financial contributions to the school.
- b. The Annual Campaign supplements the funding received from the state and the Atlanta Public Schools.
- c. As a charter school, funds raised by the Annual Campaign are used to sustain and enhance the operations and educational program of the school.
- d. As the main fundraisers for the school, families will be encouraged to focus their monetary and volunteer support to the direct appeal.

**SECTION 6. Yearly Auction Event**

- a. The Yearly Auction Event consists of a live auction and raffle event.
- b. The Yearly Auction Event supplements the funding received from the state and the Atlanta Public Schools.
- c. Families are encouraged to support the Auction through the sales of tickets, donations of goods or monetary support for the grade-level baskets, and the live and silent portions of the auction at the event.

**SECTION 7. Grade-Level Trips**

- a. Each year, each grade level may go on a major (i.e., overnight and/or out-of-town) trip that plays an essential role in building community and enhancing students' school experience.
- b. Though families are asked to pay for most of the expenses for these trips, some fundraising efforts are needed to offset the costs of these trips for the school and families in need.
- c. Organizers of the major grade level trips may sponsor two to three fundraisers per year, one of which can be a school dance. These events will be approved by the Principal and coordinated by teachers and the PTCA.

**SECTION 8. Request for Items by Teachers/Advisors**

- a. School staff members need to have the freedom to directly request from the ANCS community items or goods they need for their work.
- b. At their discretion, school staff may request small items or goods from the ANCS community. (i.e. supplies for a class project, tissues, hand sanitizer, etc.).
- c. Larger items should be requested through the PTCA mini-grant program or regular school budget process as appropriate.

**SECTION 9. Student Fundraising/Fundraising Fridays**

- a. Limited fundraising to support school-sponsored /school based events (school clubs, organizations, teams, and committees) is appropriate, even desirable as they build awareness and community.

- b. Clubs, organizations, teams, committees and other student/school groups may request up to two “Fundraising Fridays” on each campus per year in order to sell goods, services, or privileges (such as “Hat Day”) to raise funds for their group. All Fundraising Friday requests must be approved by the Campus Principal. No single group will be permitted to have more than two Fundraising Fridays in a school year. Except by specific permission of the Campus Principal in response to extraordinary circumstances, student fundraising will be limited to these Fundraising Fridays. (Note: If a Fundraising Friday has not been claimed by a group by Monday of that week, a group that has already used two Fundraising Fridays may be allowed to claim that Friday.)
- c. In an effort to promote healthy habits and to encourage more variety among fundraisers, groups using Fundraising Fridays will be limited to one “food-based” fundraiser (bake sale, candy grams) per year.
- d. Fundraising for clubs, organizations, teams, committees and other student/school groups is limited to the use of Fundraising Fridays. No other solicitation—whether within or outside the school community, including online (website, PayPal)—is allowed. Any additional funding needs should be requested through the PTCA mini-grant program or regular school budget process as appropriate.
- e. In addition to “Fundraising Fridays”, the yearbook staff may sponsor a campaign to solicit advertising in the yearbook. Solicitation of ads can come from within the ANCS community and from outside organizations, companies, and groups. The faculty yearbook adviser(s) will be responsible for overseeing this campaign and monitoring the ads that are submitted.

## SECTION 10. Fundraising and Collection of Goods to Benefit the Larger Community

- a. Solicitation of goods or funds to benefit the larger community will be limited as follows:
- b. Student Community Service. Students learn most by contributing to the larger community through direct involvement rather than by soliciting funds from others.
- c. Advisory, class, and club benefits will focus on acts of service, not on raising monies and the presentation of a check. No advisory, class, or member of a club or group should carry out any fundraising in the context of their service/benefit.
- d. In-school collections of goods for charities (i.e. canned food drive) sponsored by groups of students (by clubs, advisory, etc) are appropriate and acceptable on a limited basis.
- e. Drives will not exceed two per month per campus, and will be by prior arrangement/permission with the Campus Principal.

## SECTION 11. All Other Charitable Fundraising or Solicitation of Goods

- a. In order to minimize fundraising demands on the ANCS community and avoid having to choose between publicizing one charitable cause and another, the school will limit all other solicitation of funds or goods for the broader community to posting on the school’s community bulletin board.
- b. **Inclusiveness.** In all fundraising, the school should honor the economic diversity of its families.
  - i. All should feel welcome regardless of the size of their contributions. Entrance charges for events and dues/fees for participation in clubs or in other activities should be modest.
  - ii. Every effort will be made to coordinate fundraisers so that they are spread out over the school year in order to avoid placing a burden on families and/or subjecting them to “giving fatigue”.

## SECTION 12. Fundraising Communication

- a. It is important to know and understand something about the organizations and initiatives being undertaken by students and school groups and for fundraising to be centrally coordinated. At the same time, publicity for solicitations of donations or goods should not dominate communication from the school, and should be kept to the minimum necessary.
- b. All fundraising requests must receive approval from either the appropriate Campus Principal or, in the case of PTCA fundraisers, the Executive Director.

- c. Any group using a “Fundraising Friday” or sponsoring a charity drive must make an informative announcement or presentation at a morning meeting and in the Courier to acquaint the members of the school with the project and its goals.
- d. The monthly school calendar will include a listing of all upcoming fundraisers and field trips.
- e. The community bulletin board near the entrance of the campuses can be used to make available information about current and upcoming service initiatives, to publicize fundraising events and happenings, and to sign up for the Fundraising Fridays. The school’s fundraising policy and practices will also be posted there.
- f. The use of the Courier, morning announcements, emails, and mailings home for fundraising or solicitation of goods will be limited and must be approved by the Campus Principal. As well, any representative of the school (staff, student, or parent) seeking financial and/or in-kind donations from businesses should first receive approval from the Campus Principal and the Fund Development Chair.

### **SECTION 13. Fundraising Situations Outside This Policy**

- a. Novel situations involving fundraising will arise, with new ideas and proposals for activities that do not easily fit an established category.
- b. The Strategy Team of the ANCS Development Committee will make recommendations to the Executive regarding any fundraising proposal that is not already covered by this policy. The expectation would be that any new fundraising ideas would replace existing events, rather than be added on to the existing slate of events.

## **Resources**

## **Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Investment of Funds

## Purpose

This policy outlines the investment of funds and the objectives that must be met when making investment decisions.

## Duration

This policy is temporary and must be renewed yearly.

## Policy

### SECTION 1. Investment Policy

- a. The Director of Business and Operations shall ensure that any investment of state funds is done in accordance with applicable state law and rules, including the Financial Manual for Local Units of Administration.
- b. The investment of state funds shall be made with judgment and care and not for speculation, but for investment, considering the probable safety of capital and the probable derived income.

### SECTION 2. Investment Objectives

- a. Investment of state funds shall be governed by the following objectives, in order of priority (1) preservation and safety of principal; (2) Liquidity; and (3) Yield.
- b. These objectives will be used to evaluate all investment opportunities and should be matrixed to provide evaluation tools to member of the Board.

### SECTION 3. Investment Management Firm and/or Officer

- a. The Board may determine that it is necessary to contract with an investment management firm that is registered under the appropriate governmental entities to provide for the investment and management of the funds.
- b. Such a contract shall not exceed two years.

### SECTION 4. Discrete Maintenance of Records.

- a. The Director of Business and Operations shall ensure that all investments will be maintained in a discrete, charter investment account.
- b. The investment account will be separate from any other of accounts.

### SECTION 5. Investments.

- a. The following investments have received approval by the Governing Board for the 2015 - 2016 school year:
  - i. Certificate of Deposit (need name of bank)
  - ii. Money Market Account

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]



# Monthly Financial Statements

See "Annual Operating Budget" on page 43 and "Reporting" on page 77.

# Payroll

## Purpose

This policy outlines the expectations around having a timely and accurate payroll process.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Accurate and Timely Payroll

- a. The Director of Business and Operations shall ensure that school employees are paid accurately and timely in accordance with applicable laws and rules.
- b. Payroll is processed typically two business days in advance of the payday.

### SECTION 2. How Employees Are Paid

- a. In United States currency;
- b. By a written instrument (e.g., check) issued by the employer that is negotiable on demand at full face value for United State currency; or
- c. By the electronic transfer of funds to the employee's bank pursuant to a direct deposit agreement signed by the employee.

### SECTION 3. Paydays

- a. **Exempt Employees.** The paydays for exempt employees shall be on the 5th and 20th.
- b. **Non-exempt Employees.** The paydays for non-exempt employees shall be on the 5th and 20th.
- c. If the day before payday falls on a weekend, checks will be issued as of the Friday before.

### SECTION 4. Withholding of Wages

The Director of Business and Operations shall ensure that the wages of school employees are not withheld except in the following situations as permitted by applicable laws and rules.

- a. The school is ordered to do so by a court of competent jurisdiction;
- b. The school is authorized to do so by state or federal law; or
- c. The school has written authorization from the employee to deduct part of the wages for a lawful purpose.

### SECTION 5. Teachers Retirement System

- a. Unless otherwise allowable by law, all teachers at ANCS shall be members of the Georgia Teachers Retirement System and subject to its requirements.
- b. The Director of Business and Operations will ensure that the school complies with all requirements of the Georgia Teachers Retirement System, including making any required contributions.

### SECTION 6. Salaried Payroll Deductions

See "Benefits Administration" on page 49 for more information.

- a. Attendance and hours worked are kept by the student information specialist at the Elementary Campus and by the Front Office Manager at the Middle Campus.
- b. They track available sick leave and personal days and report to the Director of Business and Operations if a salaried employee has gone past accrued time and a salary deduction is required.

### SECTION 7. Hourly Payroll

- a. Pay for hourly employees is entered manually by the Director of Business and Operations.
- b. Attendance and hours worked are kept by the student information specialist at the Elementary Campus and by the Front Office Manager at the Middle Campus. They report hours worked for substitute teachers and other hourly employees via email.
- c. Non-salaried - Positions such as Substitutes, Aftercare Workers, and Tutors, who are paid a daily, hourly or per block rate, are paid one pay period in arrears.
- d. All time worked by non-salaried employees will be paid as follows: Time worked from the 1st through the 15th of the month, will be paid on the 5th of the following month.

### SECTION 8. Final Check

- a. If an employee leaves before the end of their contract period, the Director of Business and Operations will follow the calculation provided in the contract to determine the final check amount.
- b. Final checks can be mailed or direct deposited.
- c. Final checks are not available for in-person pickup.

### SECTION 9. Stipends and Bonuses

- a. Stipends will be prorated over the contracted work days and paid current with regular pay.
- b. Bonuses will be paid as lump-sum one-time payments.

## Resources

See "Benefits Administration" on page 49.

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

# Purchasing and Receiving

## Purpose

This policy outlines how the ANCS manages vendor contracts, requests for quotes, and purchasing of supplies and equipment

## Duration

This policy is permanent.

## Policy

### SECTION 1. Vendor Contracts and Purchasing Limits

- a. All completed purchase orders must be signed by the preparer and approved by a Principal or the Executive Director.
- b. All contracts of up to \$50,000 between ANCS and outside parties must be reviewed and approved by the Director of Business and Operations, as well as the Executive Director, and the Executive Director is authorized to enter into any such contract on behalf of ANCS. All contracts or commitments in excess of \$50,000 annually or cumulative contracts or commitments over \$100,000 must be approved by the ANCS Governing Board.

### SECTION 2. Required Solicitation of Quotations from Vendors

- a. Except for purchases qualified under "Special Purchasing Conditions" below, expenditures exceeding \$25,000 for labor, equipment, supplies or services purchased, leased or contracted for shall be made only after receiving written quotations from at least three (3) vendors.
- b. Specific selections shall be recommended, via the Principal or Executive Director, to the Director of Business and Operations for approval with written quotations attached for review.
- c. Recommendations shall be based on consideration of all applicable criteria as described under "Evaluation of Alternative Vendors" below.
- d. Solicitations for goods and services (requests for proposals) should provide for all of the following:
  - i. A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features that unduly restrict competition.
  - ii. Requirements which the bidder/offerer must fulfill and all other factors to be used in evaluating bids or proposals (see the next section entitled "Evaluation of Alternative Vendors" for required criteria)
  - iii. A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
  - iv. The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitations.
  - v. Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
  - vi. A description of the proper format, if any, in which proposals must be submitted.

### SECTION 3. Evaluation of Alternative Vendors

- a. It is the policy of ANCS to request written proposals from at least three vendors for all purchases that will exceed \$25,000. Alternative vendors shall be evaluated in consideration of the following criteria:

- i. Adequacy of the proposed methodology of the vendor
  - ii. Skill and experience of key personnel
  - iii. Demonstrated company experience
  - iv. Other technical specifications (designated by department requesting proposals)
  - v. Compliance with administrative requirements of the request for proposal (format, due date, etc.)
  - vi. Vendor's financial stability
  - vii. Vendor's demonstrated commitment to the nonprofit sector
  - viii. Results of communications with references supplied by vendor
  - ix. Ability/commitment to meeting time deadlines
  - x. Cost
  - xi. Minority- or women-owned business status of vendor
  - xii. Other criteria (to be specified by department requesting proposal)
- b. Not all of the preceding criteria may apply in each purchasing scenario. However, in each situation requiring consideration of alternative vendors, the department responsible for the purchase shall establish the relative importance of each criterion prior to requesting proposals and shall evaluate each proposal on the basis of the criteria and weighting that have been determined.
  - c. After a vendor has been selected and approved by the Principal or Executive Director, the final selection shall be approved by the Executive Director prior to entering into a contract.

#### SECTION 4. Special Purchasing Conditions

- a. **Emergencies.** Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, etc., of staff and protection of ANCS property is involved. See "Building Maintenance and Repairs" on page 35.
- b. **Single Distributor/Source.** Where there is only one (1) distributor for merchandise needed and no other product meets the stated needs or specifications, bids will not be necessary.

#### SECTION 5. Vendor Payment Requests

- a. All vendor payment requests are to be made using a Purchase/Disbursement Request form.
- b. Complete the form by circling check request or credit card transaction.
- c. Indicate the name and address of the payee.
- d. Indicate whether the request is an advance payment or reimbursement by circling the appropriate word.
- e. Provide a full and complete description of the purpose for the payment.
- f. Fill in the total amount of the disbursement request, account/budget to be charged, person requesting payment, and date payment is needed.
- g. Indicate whether the check should be mailed or returned to a specific individual.
- h. Attach supporting documents such as a quote or proposal from the vendor, online shopping cart of items to be purchased, receipts, or a conference itinerary.
  - i. Payees requesting \$500 or more for goods or services must provide a W-9 form.
  - j. This form must be attached to the disbursement request form in order for the request to be processed and payment to be issued.
- k. Submit the disbursement request form to the appropriate budget stakeholder (e.g., Content Coordinator, Principal, Executive Director) for approval and forward the approved form to the Business Office.
  - l. Allow two weeks for check processing.

## Section 6. Classroom/Office Supplies

- a. Stakeholders may purchase classroom or office supplies within the limit of their available budget allowance.
- b. For budgeting purposes, Classroom Supplies are those consumable items that are expected to be used up within the school year (e.g., markers, pencils, paper). Instructional Materials are learning materials which are expected to be utilized for more than one year (e.g., manipulative, books, etc.).
- c. Supplies such as pens, pencils, paper, etc., may be obtained in one of several ways:
  - i. **Middle School Campus.** Staff and Teachers may obtain supplies from the central office supply by submitting/e-mailing a Purchase/Disbursement Request form to the Office Assistant, who maintains an on-hand supply and should be able to fulfill requests on a same or next day basis.
  - ii. **Elementary School Campus.** Staff and Teachers may submit an approved Purchase/Disbursement Request form to the Business Office Assistant, who will process the order with Staples or Office Depot, usually with a 1-2 day turnaround.
  - iii. Requests must include a printout of the items to be purchased. This can be done by selecting items from the suppliers website, placing them in the online shopping cart, and printing the shopping cart detail.
  - iv. Staff and Teachers may purchase/pay for the items yourself and follow the reimbursement process. See "Reimbursement and Disbursement " on page 73.

## Section 7. Other Purchases

- a. For purchase other than supplies, a completed Purchase/Disbursement Request form is required.
- b. Circle credit/purchase card transaction or purchase requisition. Indicate the name and address of the vendor.
- c. Provide a full and complete description of the items/services to be purchased.
- d. Fill in the total amount of the purchase, account/budget to be charged, person requesting purchase, and date items/services are needed.
- e. Attach supporting documents such as a quote from the vendor, online shopping cart of items to be purchased, or a registration form for a conference.

## SECTION 8. Purchases Exceeding \$500

- a. Purchase requests of \$500 or more for goods or services must include a W-9 form from the vendor.
- b. This form must be attached to the purchase request form in order for payment to be issued.
- c. Submit the purchase request form to the appropriate budget stakeholder (e.g., Content Coordinator, Principal, Executive Director) for approval and forward the approved form to the Business Office.
- d. Purchases will usually be processed within a 1- to 2-day turnaround.

## SECTION 9. Middle Campus

- a. Purchases may be made by complying with the above procedure, and submitting the request to the Middle Campus Office Manager who will act as an extension of the Business Office and process the order adhering to the same procedural guidelines and requirements.
- b. Purchases may be made in this manner throughout the year until April 1, at which time all remaining purchase requests are processed through the Business Office to monitor and maintain credit line and for budget availability verification.



**SECTION 10. Capitalization Policy**

- a. Capital equipment is durable equipment that has a cost which equals or exceeds a certain threshold.
- b. For accounting purposes, ANCS capitalizes assets with a unit cost of \$5,000 or more and having a useful life of more than one year.

**SECTION 11. Receiving Process**

- a. Upon receipt of goods, verify that all ordered items have been received and sign and return the packing list or BOL to the Director of Business and Operations.
- b. The Business Assistant will confirm receipt/match the receiving documentation to the invoice prior to issuing payment to the vendor.

**Resources**

See "Building Maintenance and Repairs" on page 35 and "Reimbursement and Disbursement " on page 73.

See "Capital Assets Accounting" on page 51.

**Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Reimbursement and Disbursement

## Purpose

Reimbursement to employees will be allowed for reasonable and necessary expenses incurred in connection with approved travel, activities, and purchases, when expenses are within budget allowances, ANCS reimbursement guidelines, supported by required documentation, and when reimbursement has not been or will not be received from other sources.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Required Supporting Documentation

- a. Reimbursement of purchases that employees elect to make out-of-pocket are subject to the availability of budgeted funds and must be supported by detailed receipts.
- b. It is the responsibility of the employee to retain and submit receipts and supporting documentation for reimbursable school-related expenditures.
- c. All requests must have supporting documentation attached. Undocumented or unreceipted expenditures will not be processed or reimbursed.

### SECTION 2. Non-Profit Tax Exempt Requirement

- a. ANCS is a 501c non-profit tax-exempt organization. ANCS's tax exempt status should always be utilized when making school-related purchases or expenditures. **It is the responsibility of the purchaser** to provide the vendor or retailer with the tax exempt information.
- b. The school's tax exempt form and number can be obtained from the Director of Business & Operations or the Office Assistant.
- c. Employees are to provide this information to any vendor or retailer to prevent the vendor from assessing sales tax.
- d. While the amount may seem small for one purchase, over the course of the school year the tax can be significant and quickly adds up when making multiple or large purchases.
- e. **ANCS is not responsible for reimbursing individuals for sales tax.**
- f. Copies of the Purchase/Disbursement Request form can be found in the faculty room or front office. The form may also be accessed through Google documents and the school's intranet.

### SECTION 3. Travel Expenses

- a. All business travel on behalf of ANCS outside of the Atlanta Metropolitan area must have the prior approval of the Principal or Executive Director.
- b. Travel arrangements should be coordinated through and will be made by the Office Assistant.
- c. Information should be provided to the Office Assistant at least two weeks prior to travel.
- d. Transportation costs, living expenses, and incidental items (such as tips, etc.), may be reimbursable when incurred in the conduct of ANCS business.
- e. First class air travel is not permitted; only coach or lesser class is permitted and should be arranged well in advance to procure the best price.
- f. Travel insurance is considered a personal matter, and the cost is not reimbursable.

- g. Use of personal automobiles when authorized will be reimbursed at the then prevailing rate established by federal (IRS) guidelines. The current rate is \$ .55 per mile.
- h. ANCS does not pay for expenses of spouses traveling with a faculty or staff member on school business. A proper separation of travel expenses must be made. Under such circumstances, ANCS will reimburse based on the amount of expense that would have been incurred by the employee traveling alone.
- i. Incidental travel expenses incurred during school travel (such as baggage handling, check-in charges, or tips to porters and bellhops), and that are supported by receipts where applicable, may be submitted for reimbursement.
- j. Any individual item of expense requires an original paid receipt.
- k. When employees are traveling together reimbursable expenses for meals should be paid for and receipted separately.
- l. Detailed receipts should be submitted for meal reimbursement and receipts should identify the specific meal or incidental.
- m. Meal costs for food and non-alcoholic beverages are reimbursable.
- n. Amounts reimbursed for meals will be the lesser of the receipt for the meal or incidental or the maximum amount listed below.
- o. Tips and gratuities should not exceed 20% of the pre-tax restaurant charges.
- p. Amounts expended for personal items or services are not reimbursable expenses. Examples of such items are laundry, dry cleaning, valet service, shoe shines, haircuts, papers, magazines, personal entertainment, medicines and toiletries.
- q. Travel related expenses may not be reimbursed through Petty Cash funds. All travel related expenditures must be submitted through the check reimbursement process.
- r. Reimbursement for meals and incidentals are limited to the following daily and meal maximums:

Total	\$50
Continental Breakfast/ Breakfast	\$10
Lunch	\$15
Dinner	\$25

#### **SECTION 4. Entertainment Expenses**

- a. Reimbursable entertainment expenses shall include only those that are necessary in connection with ANCS's business.
- b. The proper amount to be spent is a matter of good judgment in each case and must have prior approval of the Principal or Executive Director.

#### **SECTION 5. Reimbursement Process**

- a. Reimbursement can only occur if a completed and approved Purchase/Disbursement Request form is submitted along with original receipts to the Director of Business and Operations.
- b. Only expenses that have actually been incurred in accordance with ANCS expense reimbursement policy, and that are supported by receipts, should be submitted for reimbursement.
- c. Complete this form in detail, circling or indicating the type of disbursement request (e.g., check request), circling order (when requesting items be purchased by the Business Office), advance payment (when requesting funds be advanced to the employee for future expenses) or reimbursement (for expenses already incurred by the employee), as applicable, listing what type of items were/are to be purchased (classroom supplies, instructional materials, etc.), and attach receipts/documentation of the expense.
- d. For travel expenses, also attach documentation of the event/conference/reason for travel.

- e. All requests must specify which budget is to be charged. Any requests submitted by a teacher will be charged to that teacher's team's classroom budget unless otherwise indicated.
- f. Teachers working in a content area that has an assigned Content Coordinator should submit their request form to their Content Coordinator for approval. All other faculty and staff should submit their requests to their budget stakeholder, who in most cases will be their Campus Principal, or the Executive Director for approval and then forward the approved Purchase/Disbursement Request form to the Director of Business and Operations for processing.
- g. If a check request is to be made payable to the budget stakeholder who would normally approve the expense, the stakeholder must obtain the approval of the employee to whom they report, as stakeholders may not authorize payment to themselves.
- h. Requests without the appropriate budget stakeholder's approval will not be processed and will be returned to the initiator.

### **SECTION 6. Reimbursement Check Distribution**

Checks are processed in the Business Office bi-weekly on Fridays and issued that following Monday. Therefore, check requesters should allow two weeks for processing and take this schedule into consideration when planning the timing for submitting their check requests.

### **SECTION 7. Charging Multiple Budgets**

- a. When ordering or requesting reimbursement for purchased items, multiple classroom or department budgets may be charged on the same Purchase/Disbursement Request Form if the full reimbursement is to be made payable to one staff member.
- b. However there can be only one payee per check request, so each Payee must receipt their purchases separately. For example, if two teachers are shopping together, then each teacher must separate their own classroom items and not combine them on one receipt.
- c. If the items are for separate payees, then there must be two separate receipts. If one teacher e.g., is shopping for other departments as well, there may be one check request form submitted with multiple budgets charged, but payable only to that one teacher.
- d. Whenever more than one department or program is to be charged on a purchase or reimbursement request, the breakdown of amounts to be charged to each budget area must be clearly listed on the request form, and the stakeholder of each budget to be charged must have initialed by their respective charges on the form to indicate their authorization of the charges to their budget.

### **SECTION 8. Disbursement Requests**

All disbursement requests must have supporting documentation and/or original receipts attached and must be approved by the budget stakeholder before submission to the Business Office.

### **SECTION 9. Request for Reimbursement In Advance**

In cases where an employee anticipates incurring substantial out-of-pocket costs for school related activities, such as field day, athletic banquets, or out-of-town field trips, the employee may submit a request for an advance of cash funds to be utilized to cover these expenses.

- a. Checks are processed in the Business Office bi-weekly on Fridays and issued that following Monday. Therefore, check requesters should allow two weeks for processing and take this schedule into consideration when planning the timing for submitting advance check requests
- b. A completed and approved Purchase/Disbursement Request form is submitted to the Director of Business and Operations, along with a budget of anticipated expenses supporting the amount requested in advance. Complete this form in detail, circling or indicating advance payment.
- c. The employee must execute an Advance Receipt form when receiving the advance check. In executing the Advance Receipt form the employee acknowledges that they are required to submit all

receipts covering the total amount of the advance and return any cash for which supporting receipts are not provided.

- d. The employee acknowledges their liability for the total amount of advanced funds received, as well as their acknowledgment that any unreceipted advance funds remaining outstanding 45 days after the conclusion of the activity will be deducted from their pay.
- e. Upon the conclusion of the activity, a completed and approved Purchase/Disbursement Request form along with original receipts is submitted to the Director of Business and Operations.
- f. Only expenses that have actually been incurred in accordance with ANCS expense reimbursement policy, and that are supported by receipts, should be submitted to satisfy the advance check requirement.
- g. Complete this form in detail and in compliance with the general reimbursement procedures.
- h. If the attached receipts are less than the amount advanced, the cash difference should be submitted to the Business Office along with the Purchase/Disbursement Request form.
- i. Once the advance documentation requirements have been received and approved by the Director of Business and Operations, the Advance Receipt form will be marked as “satisfied” and attached to the submitted receipts.

## Resources

Insert any cross-ref (refer to the employee handbook)

Include Purchase/Disbursement Request form

## Approval Dates

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Reporting

## Purpose

This policy governs the mechanisms for preparing and submitting various internal and external financial reports.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Internal Reporting

- a. Detailed Expenditure Reports are prepared by the Director of Business and Operations and issued monthly to budget stakeholders, Principals, and the Executive Director.
- b. Other reports are prepared for the Executive Director as requested.
- c. A report of annual campaign activity is issued to the annual campaign committee and Fund Development Chair on a monthly basis.

### SECTION 2. Finance Committee and Board

- a. Both detailed and summary financial reports are prepared by the Director of Business and Operations and reviewed with the Finance Committee on a monthly basis. See "Annual Operating Budget" on page 43.
- b. Supplemental reports are prepared for the Finance Committee as requested.
- c. Summary financial reports as approved by the Finance Committee are submitted to the board for their board meeting on a monthly basis.

### SECTION 3. External Reporting

- a. **Periodic Reporting.** The Office of the Director of Business and Operations prepares reports and/or provides data in compliance with third party reporting requirements. Third party organizations receiving information include but are not limited to financial institutions (banking relationships, LOC, and mortgage holder), insurance providers (employee benefits and commercial liability), governmental agencies (Department of Labor, Department of Education, APS, etc.), Grantors and Foundation Contributors, our accounting firm and our audit firm.
- b. **Annual Reporting.** Our accounting firm is responsible for 1099, W-2, tax returns, 990 reporting. The Business Office is responsible for 1099's. Our payroll processor is responsible for W-2's.
- c. **Audited Financials** are prepared and issued by our external audit firm and are presented and reviewed with our board of directors at their September board meeting each year.

## Resources

See "Annual Operating Budget" on page 43.

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]



# Resolution Designating Financial Institution

See "Financial Resolutions" on page 17 in the Board Governance section.

# System of Internal Controls

## Purpose

This policy outlines the internal controls used to ensure finances are maintained with the highest degree of security.

## Duration

This policy is permanent.

## Policy

### SECTION 1. Budgetary Controls

- a. Department, program, and function budget stakeholders are made aware of the amount of their budget allowance that was included in the final ANCS budget as approved by the board.
- b. It is the responsibility of each budget stakeholder to monitor their expenditures and ensure that they do not exceed their budget allotment. Each stakeholder should maintain their own records of expenditures and any related receipts.
- c. Stakeholders will receive a monthly Expenditure Report from the Director of Business and Operations indicating what has been recorded within the financial records, which they should then compare to their records and discuss any noted discrepancies with the Director of Business and Operations.
- d. The Executive Director and the Principals should also review and monitor the budgets of their direct report stakeholders and ensure that they are adhering to budget allowances.
- e. The Director of Business and Operations will communicate with the Executive Director and Principals regarding stakeholders exceeding budget allowances.

### SECTION 2. Expenditure Approval

- a. Stakeholders possess a great deal of discretion over the use of funds for classroom supplies (consumables, e.g., markers, folders, glue) and instructional materials (e.g., books, DVDs, etc.). However, faculty and staff expenditures must be pre-approved by the Executive Director, Principals, or Content Coordinators.
- b. SWAT submitted expenses are approved by the Director of Business and Operations.
- c. PTCA expenditures must be approved by the PTCA President or Treasurer.
- d. Fund Development expenditures must be approved by the board Fund Development Chair and Executive Director.
- e. The following stakeholders: the Executive Director, the Director of Business and Operations, the Principals, and the Assistant Principals, may authorize routine purchases and expenditures that are within the approved budget for their areas of responsibility.
- f. For expense reimbursement requests wherein the stakeholder is the submitter and the payee, the stakeholder will need to obtain the approval signature of their immediate supervisor or the Executive Director.
- g. Approvers should only approve purchase or expenditure request forms to which appropriate supporting documentation has been attached. See "Disbursements" on page 57.

**SECTION 3. Business Office Controls - Segregation of Duties**

- a. Disbursement requests are pre-approved by stakeholders and their supervisors (see Section 2 above).
- b. Petty Cash funds are maintained by Front Office Assistants and Petty Cash disbursements are approved by budget stakeholders.
- c. Receipts/deposits are prepared and submitted by individuals external to the business office.
- d. All check signers are external to the business office.
- e. Payroll is approved by the Executive Director and is transmitted to a third party processor by our independent accounting firm.
- f. Bank accounts are reconciled monthly by our independent accounting firm.

**SECTION 4. Technology Controls**

- a. Passwords are changed periodically.
- b. Financial reporting software applications provide an audit trail of changes to key master files.
- c. Financial software is maintained on a dedicated server.
- d. Back-ups are performed on the financial database.
- e. A list of accounting system passwords is maintained in a secure location with access available only to the Executive Director and the Director of Business and Operations. The Finance Chair may be granted access on an as-needed basis.

**Resources**

See "Disbursements" on page 57.

**Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Vendor and Supplier Conflict of Interest

## Purpose

This policy governs the use of vendors who have a close relationship with decision makers.

## Duration

This policy is permanent.

## Policy

- a. Vendors and contractors (food service, enrichment program, janitorial service, for example), who are a relative of any ANCS employee (as defined by the Employment and Supervision of Relatives policy), should require careful consideration when being considered for providing a paid service to the school. Disclosure of the vendor's relationship should be discussed with the Director of Business and Operations and the Executive Director.
- b. Clear evidence of the advantages of this vendor, if recommended, should be presented to the Board, prior to voting to authorize the contract.

## Related Policies:

See "Vendor Contracts and Purchasing Limits" on page 82, "Hiring and Evaluation of Immediate Family Members" on page 260, and "Board Member Conflict of Interest" on page 4.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Vendor Contracts and Purchasing Limits

See "Purchasing and Receiving" on page 69.



# Introduction to the Food Program

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# 504 Medical Plan Accommodation

## Purpose

This policy governs 504 Medical Plan accommodations for meals.

## Duration

This policy is permanent.

## Policy

504 Medical Plan accommodations are handled on a case-by-case basis. The ANCS food service program will attend 504 meetings with the SST Coordinator as needed to ensure appropriate accommodations are put in place.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Federal Programs (Free and Reduced)

## Purpose

This policy governs ANCS's responsibilities under the Federal Free and Reduced lunch program.

## Duration

This policy is permanent.

## Policy

The ANCS food service program will comply with all applicable laws and regulations governing school food service programs as adopted by the Georgia Department of Education. The Nutrition Director, who reports to the Director of Business and Operations, must follow all state and federal guidelines.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Food Safety Standards Compliance

## Purpose

This policy governs food labeling, HACCP standards, certifications, and logs.

## Duration

This policy is permanent, but it is subject to changes in standard.

## Policy

### Section 1. Cleaning Chemicals

- Cleaning chemicals must be maintained for the dish machine and compartment sinks.
- A vendor must be in place to maintain chemicals and ensure machines are working properly on a regular basis.

### Section 2. Food Labeling

- a. ANCS follows a system of food labeling that records the day or the week, the date, and the specific item description for every stored food item.
- b. Food labeling will be in compliance with local health codes and HACCP standards.

### Section 3. FIFO

The ANCS food service program follows the “First In, First Out” (FIFO) rule, meaning that foods should be used in the order they are delivered. For instance, do not use the newest milk first if you still have two gallons that are good from your last delivery. Food should be properly dated and stored with the new food behind the old on storage shelves.

### Section 4. HACCP and State Compliance Audits

- a. ANCS is required to follow a HACCP plan, which is a written document that describes all of the ways in which in the procedures that you follow will eliminate any potential problems from a food safety standpoint. For more information, please see [HACCP](#)
- b. ANCS follows the required Georgia Department of Education guidelines for state audits. This audit review ensures ANCS is following the meal plan hazard analysis and that we are compliant in our procedures.
- c. HACCP standards focus on time and temperature as most food borne pathogens are introduced via timer or temperature abuse.
- d. Findings from the daily HACCP readings and the state audit must be reported to the Director of Business and Operations.

### Section 5. ServSafe Certification

- a. In order to issue a food service permit, Fulton County requires a ServSafe certified person on premise at all times meals are being prepared or served. ANCS complies with this requirement.
- b. Staff should be have ServSafe certification upon or within three months of date of hire.
- c. ServSafe certification is not a prerequisite for hire.

**Section 6. Temperature Log**

- a. As part of HACCP compliance, food temperatures will be taken during meal preparation as well as before and after service to ensure that proper holding and serving temperatures are being met.
- b. When temperatures are found within the danger zone, the food items will not be served until proper temperatures are met.
- c. If proper temperature cannot be met, the food item will be thrown away.
- d. The temperatures will be documented on the Food Temperature Logs for all meals.

**Resources**

[Georgia Department of Public Health Rules for Food Service](#)

[Georgia Department of Education Nutrition Program](#)

**Approval**

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Food Service Vendor Management

## Purpose

This policy governs vendor management for the ANCS food service program.

## Duration

This policy is permanent.

## Policy

Due to the small size of the food service operation at ANCS, we follow a variation of the procurement standards (called "informal procurement") in place throughout APS.

- a. We do not require formalized bids or Requests for Proposals (RFPs) for any service or contracts with a value less than \$25,000.
- b. For bids over \$25,000, we issue an RFP.
- c. Regardless of dollar amount, we review, at minimum, three potential vendors/suppliers for all food service procurements.
- d. An exception to three vendors is procurement of farm-to-table food items. For these vendors, ANCS uses the "Geographic Exception" clause from APS, which allows us to purchase items that are available only within close geographical proximity to ANCS.

## Resources

See "Vendor and Supplier Conflict of Interest " on page 81 and "Vendor Contracts and Purchasing Limits" on page 82.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]



# Health Inspections

## Purpose

This policy governs the frequency and expectations for health inspections.

## Duration

This policy is permanent, but it is subject to revision and updating based on changes in the food service code.

## Policy

- a. ANCS is required to comply with Fulton County laws regarding health inspections.
- b. Health inspections occur annually and are unannounced.
- c. The Elementary Campus and Middle Campus are inspected separately.
- d. An "A" grade is required on all health inspections.
- e. Failure to receive an "A" is reported to the Director of Business and Operations, and immediate corrections are required.
- f. If an "A" is not received on the follow-up health inspection, the report is delivered to the Governing Board for further action.
- g. The inspection certificate shall be posted and available for review.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Kitchen Hygiene

## Purpose

This policy governs expected hygiene in the kitchens of ANCS. This includes handwashing, glove use, kitchen staff personal hygiene, and illness reporting.

## Policy

### SECTION 1. Glove Use

- a. ANCS will supply food-service-quality gloves for use by all food service staff.
- b. The use of cutting gloves is optional but highly recommended.
- c. Glove use protocols will be in place at all times. Protocols will govern the frequency of glove changes and the use of gloves during food service.

### SECTION 2. Handwashing

- a. ANCS will supply handwashing stations as mandated by law.
- b. Food service staff will wash hands following standard protocols.
- c. At no time is hand sanitizer to be used as a substitute for correct handwashing.

### SECTION 3. Personal Hygiene

- a. Food service staff are required to follow the highest standards of personal hygiene.
- b. Any cuts or abrasions are to be covered with highly colored/contrast band-aids.
- c. No jewelry other than simple wedding bands is allowed during prep or service in order to eliminate sources of bacteria and pathogens.

### SECTION 4. Illness Reporting

- a. Food service staff are required to report any illness to the Nutrition Director.
- b. The Nutrition Director will determine whether or not the staff member is cleared to continue food service work for the duration of the illness.
- c. ANCS reserves the right to ask ill staff to supply a doctor's clearance before returning to work.

## Resources

## Approval and Review

Policy approval date:

Policy review date:

[dd mm yyyy]



# Introduction to Transportation

Field Trips .....	92
Transportation Rentals .....	93
Use of Personal Vehicles to Transport Students .....	94



## Field Trips

For information about Field Trips, including transportation requirements, please See "Field Trips" on page 131.

# Transportation Rentals

## Purpose

This policy governs renting buses for student transportation.

## Duration

This policy is permanent.

## Policy

APS has contracts with multiple vendors to provide charter bus service.

1. To request transportation, fill out the Atlanta Public Schools Field Trip Request Form and provide it to Lara Zelski, along with the Field Trip Approval Form. See "Field Trips" on page 131. The APS Transportation Department must receive the paperwork at least two weeks before the date of the trip.
2. The day before the field trip, call the APS Transportation Department at (404) 802-5500 or (404) 802-5512 to confirm.
3. Parents are prohibited from riding on buses with students unless a special exemption has been requested by a member of ANCS leadership and submitted for approval to APS.

## Resources

See "Field Trips" on page 131.

## Approval

**Policy approval date:**

[dd mm yyyy]

**Policy effective date:**

[dd mm yyyy]

**Policy review date:**

[dd mm yyyy]

# Use of Personal Vehicles to Transport Students

## Purpose

To provide guidance for when parents or guardians drive small groups of students to/from sports games or field trips.

## Duration

This policy is permanent.

## Policy

- a. Any parent or guardian who wants to transport students to/from sports games or field trips must complete the "Adult Transportation of Students by Personal Vehicle to ANCS-Sponsored Activities" form.
- b. As part of this form, applicants must provide a copy of their driver's license and a copy of their proof of insurance.
- c. Forms are to be returned to the ANCS staff member organizing the activity, who will review the paperwork and provide it to the Director of Business and Operations to keep on file for the duration of the school year.
- d. No one may transport students in their personal vehicles without submitting the required paperwork and documentation before the start of the event.

## Resources

(This will include a thumbnail and link to the form)

## Approval

**Policy approval date:**  
[dd mm yyyy]

**Policy effective date:**  
[dd mm yyyy]

**Policy review date:**  
[dd mm yyyy]

## Introduction to Student and Family Academic Program Policies

**The following pages have been removed from this Part 1 review. You will receive them in Part 2 for the May board meeting.**

April 17, 2015

Mr. Matt Underwood  
Atlanta Neighborhood Charter School, Inc.  
688 Grant St. SE  
Atlanta, GA 30315

Dear Matt:

I want to thank you and Atlanta Neighborhood Charter School, Inc. for your continued relationship with Warren Averett, LLC (the Firm). I appreciate this opportunity to further work with you and look forward to serving you in this capacity.

In an ongoing effort to provide exceptional service to our clients, we focus on preventing any misunderstandings regarding professional services and client expectations. Enclosed is our Terms of Engagement which outlines the services you have engaged our Firm to provide. This standard Firm document must be signed by all clients prior to the initiation of work to help both the Firm and the client have a clear understanding of the services to be provided and the terms and objectives of the engagement. The document provides for proper client communication and complies with the American Institute of Certified Public Accountants Ethics Interpretations addressing documentation of accountants' engagements to perform services.

Although the Terms of Engagement may appear formal, it is intended to support the professional and personal relationship we have with your organization. You can be assured that the Firm and I will continue to keep your best interests in mind. If you have concerns or questions regarding this document you would like to discuss, please contact me in our office at (770) 396-1100. Otherwise, please sign and return the original to me and retain a copy for your files.

I sincerely appreciate the opportunity to progress our professional relationship and look forward to many years of serving Atlanta Neighborhood Charter School, Inc.

Best regards,



Cindy Ethridge, CPA  
Cindy.ethridge@warrenaverett.com  
(770) 393-6380



## TERMS OF ENGAGEMENT

April 17, 2015

**1. ENGAGEMENT:** Warren Averett, LLC is pleased to confirm our understanding of the services we are to provide for Atlanta Neighborhood Charter School, Inc. (the "Client" or "School"). This agreement confirms our understanding of the terms and objectives of our engagement and the nature and limitations of the services we will provide.

**2. SERVICES PROVIDED:** We will audit the statement of financial position of Atlanta Neighborhood Charter School, Inc. as of June 30, 2015 and the related statements of activities and cash flows for the year then ended. Also, the following additional information accompanying the basic financial statements will be subjected to the auditing procedures applied in our audit of the financial statements:

Supplementary information in accordance with Government Accounting Standards Board (GASB) ruling #34 format for each campus as required by The Atlanta Public Schools as follows: 1) Balance sheet and statement of activities and 2) detailed notes to the financial statements for any long term debt and fixed assets.

We will also prepare the School's federal and state information returns for the year ended June 30, 2015.

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or to issue a report as a result of this engagement.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We may also request written representations from the School's attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of law or governmental regulations that are attributable to the School or to acts by management or employees acting on behalf of the School.

Because an audit is designed to provide reasonable, but not absolute, assurance and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform you of any material errors and any fraudulent financial reporting or misappropriation of assets that come to our attention. We will also inform you of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the School and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will

communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

We will advise you with regard to tax positions taken in the preparation of the information returns, but the responsibility for the information returns remains with you.

You are responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the fair presentation in the financial statements of financial position, changes in net assets, and cash flows in conformity with U.S. generally accepted accounting principles. You are also responsible for management decisions and functions; for designating an individual with suitable skill, knowledge, or experience to oversee the tax services and any other nonattest services we provide; and for evaluating the adequacy and results of those services and accepting responsibility for them. You are also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the School involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the School received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring the School complies with applicable laws and regulations and for taking timely and appropriate steps to remedy any fraud, illegal acts, or violations of contracts or grant agreements that we may report.

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

Cindy Ethridge is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

We expect to begin our audit in June 2015 and issue our report no later than September 30, 2015.

**3. DETECTION:** This engagement will not include any procedures designed to detect theft or illegal acts that are immaterial to the financial statements, and the Client agrees that we will have no responsibility to do so.

**4. FEES:** Our fees for these services are estimated to be \$26,000 for the audit and \$3,500 for the Form 990 preparation plus any out-of-pocket costs. Other requested services will generally be billed at our standard per diem rates in effect at the time the services are performed.

**5. BILLING:** Invoices are due upon receipt. In the event that payment is not received within 30 days of the due date, the Client will be assessed interest charges of one percent per month on the unpaid balance. We reserve the right to suspend or terminate our work due to nonpayment. In the event that our work is suspended or terminated as a result of nonpayment, the Client agrees that we will not be responsible for the Client's failure to meet government and other filing deadlines, or for penalties or interest that may be assessed against the Client resulting from the Client's failure to meet such deadlines.

**6. EMPLOYMENT:** In the event you desire to employ a current employee of Warren Averett, LLC or a previous employee of Warren Averett, LLC whose termination date is within 6 months of the date services were provided to you by us, you agree to consult with us concerning such employment. In addition, if you employ such employee, you agree Warren Averett, LLC has the option to receive a reasonable placement

fee from you, in an amount determined by us not exceeding 25% of employee's annual compensation at the time of termination.

**7. LEGAL FEES:** In addition to the fees for services described in this agreement, the Client agrees to pay legal fees incurred in connection with any suit to recover fees due from you on this engagement, legal fees incurred by Warren Averett, LLC in responding to any third-party request for production and/or subpoenas related to your records and our work done for you in connection with an engagement thereon.

**8. LIABILITY:** Warren Averett, LLC's maximum liability to the Client for any reason shall be limited to the fees paid by the Client for the services or work product giving rise to the liability except and to the extent finally determined to have resulted from our willful misconduct. Without limiting the foregoing, Warren Averett, LLC's liability under this agreement is limited to the actual and direct damages incurred by the Client arising out of or related to Warren Averett, LLC's performance hereunder. In no event shall Warren Averett, LLC be liable for any incidental, consequential, special, indirect, punitive or third-party damages or claims, including, without limitation, lost profits or revenue, lost savings, lost productivity, loss of data, loss of use of equipment and loss from interruption of business, regardless of whether the form of action is based upon breach of warranty, breach of contract, negligence, strict liability in tort or any other legal theory even if Warren Averett, LLC has been advised about the possibility of such damages.

**9. INDEMNITY:** The Client agrees to release, defend, indemnify and hold Warren Averett, LLC and its members, managers, officers and employees and the respective heirs, executors, personal representatives, successors, and assigns of each of them harmless from any and all claims which arise from knowing misrepresentations to Warren Averett, LLC by the Client, or intentional withholding or concealment of information from Warren Averett, LLC by the Client.

**10. DISPUTE RESOLUTION:** By signing this agreement, you agree that any controversies, issues, disputes or claims ("Disputes") asserted or brought by or on behalf of you shall be resolved exclusively by binding arbitration administered by the American Arbitration Association (the "AAA") in accordance with the Commercial Arbitration Rules of the AAA then in effect; provided, that, by written notice delivered to you prior to or after the initiation of any arbitration claim, Warren Averett, LLC as the defendant in a Dispute may elect (a) that the Dispute shall be resolved pursuant to litigation in an Agreed Court (as defined below) and/or (b) submitted to nonbinding mediation prior to the commencement or continuation of an arbitration claim or lawsuit. If any Dispute is not arbitrated for any reason, (i) any litigation, proceedings or other legal actions related to a Dispute shall be instituted in the courts in the state of the service provider, or if it has jurisdiction, a Federal court in Birmingham, Alabama (the "Agreed Courts") and (ii) the parties, for themselves and their successors and assigns, hereby waive trial by jury of any dispute. Each party to this Agreement irrevocably submits to the exclusive jurisdiction of the Agreed Courts in connection with any such litigation, action or proceeding. Each party to this Agreement irrevocably waives, to the fullest extent permitted by applicable law, any defense or objection it may now or hereafter have to the laying of venue of any proceeding brought in Agreed Courts, and any claim that any proceeding brought in any such court has been brought in an inconvenient forum. If you recover less than that which may be offered by Warren Averett, LLC or its representatives prior to, or during the course of, any such arbitration, litigation, mediation or other settlement negotiation, then you agree to reimburse Warren Averett, LLC for any legal fees or costs incurred in the defense by Warren Averett, LLC relating to the resolution of the Dispute, discontinuance, and/or abandonment of the Dispute presented by you within 90 days subsequent to the issuance of any arbitration award or final judgment, the effective date of any mediation/settlement agreement, or the date of abandonment of the Dispute by you as perceived by Warren Averett, LLC. The parties acknowledge that (x) they have read and understood the provisions of this agreement regarding arbitration and (y) performance of this agreement will be in interstate commerce as that term is used in the Federal Arbitration Act, 9 U.S.C. § 1 et seq., and the parties contemplate substantial interstate activity in the performance of this Agreement including, without limitation, interstate travel, the use of interstate phone lines, the use of the U. S. mail services and other interstate courier services.

**11. INVALIDATION:** In the event that any portion of this agreement is deemed invalid or unenforceable, said finding shall not operate to invalidate the remainder of this agreement.

**12. TERM:** This agreement shall survive the termination of the Client's engagement of Warren Averett, LLC.

**13. AMENDMENT:** The terms and conditions of this agreement (i) apply exclusively to the services specifically set forth in the "Services Provided" section herein (the "Current Specified Services") and do not apply to any other services specifically addressed in a separate Terms of Engagement entered into between Warren Averett, LLC and the Client. This agreement replaces and amends all previous Terms of Engagement entered into between Warren Averett, LLC and the Client for the services specifically set forth in the "Services Provided" section herein (the "Current Specified Services"). This agreement does not impose upon Warren Averett, LLC any additional obligations or responsibilities with respect to any other Terms of Engagement entered into between Warren Averett, LLC and the Client.

*Warren Averett, LLC*

WARREN AVERETT, LLC

**CLIENT SIGNATURE:** If the foregoing is in accordance with the Client's understanding, please sign the copy of this letter in the space provided and return it to us.

Acknowledged:

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Date

ATLANTA NEIGHBORHOOD CHARTER SCHOOL  
 FY 2015 - Pro Forma Monthly Cash Flow Statement  
 March 31, 2015

Current

Allocation based on FTE Count = 669													
	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
<b>Revenue</b>													
Local/State Funding	\$0	\$673,873	\$673,873	\$673,873	\$726,442	\$689,587	\$663,819	\$663,819	\$663,819	\$663,819	\$663,819	\$0	\$0
Grants	\$130,890	\$103,275	\$201,376	\$7,305	\$0	\$0	\$20,000	\$0	\$151,485	\$45,000	\$200,000	\$0	\$0
Contributions & Fundraising	\$1,382	\$5,496	\$12,988	\$8,753	\$6,113	\$21,124	\$23,252	\$7,973	\$98,751	\$6,500	\$6,500	\$1,300	\$1,300
Program Income	\$3,985	\$64,488	\$96,370	\$82,953	\$28,785	\$90,998	\$89,876	\$84,023	\$87,411	\$69,000	\$69,000	\$0	\$0
Title One	\$0	\$0	\$0	\$0	\$0	\$6,372	\$0	\$0	\$6,977	\$35,432	\$34,372	\$0	\$6,372
Other Income	\$895	(\$132)	\$714	\$3,527	\$315	\$9,609	\$3,316	\$547	\$537	\$1,000	\$1,000	\$0	\$0
NTRP Reimbursement		\$0	\$0	\$0	\$47,444	\$0	\$43,046	\$0	\$0	\$0	\$0	\$38,000	\$0
<b>Total Revenue</b>	<b>\$137,152</b>	<b>\$847,000</b>	<b>\$985,321</b>	<b>\$776,410</b>	<b>\$809,099</b>	<b>\$817,690</b>	<b>\$843,309</b>	<b>\$756,361</b>	<b>\$1,008,980</b>	<b>\$820,751</b>	<b>\$974,691</b>	<b>\$39,300</b>	<b>\$7,672</b>
<b>Expenditures</b>													
Salaries and Benefits	\$453,076	\$502,301	\$571,821	\$589,341	\$577,037	\$600,359	\$567,349	\$592,417	\$579,231	\$575,000	\$600,000	\$540,000	\$540,000
Professional Development	\$35,710	\$24,924	\$3,972	\$29,731	\$5,593	\$15,646	\$8,185	\$14,751	(\$525)	\$2,500	\$2,500	\$0	\$0
Curriculum & Classroom Expenses	\$7,274	\$36,117	\$8,800	\$7,348	\$12,730	\$21,294	\$2,984	\$7,962	\$6,515	\$10,000	\$10,000	\$10,000	\$10,000
Program Expenses	\$0	\$4,297	\$17,226	\$14,694	\$7,451	\$24,319	\$15,650	\$34,463	\$49,479	\$15,000	\$15,000	\$0	\$0
Building & Grounds	\$54,168	\$68,929	\$40,564	\$42,780	\$41,948	\$27,431	\$46,715	\$39,874	\$34,911	\$62,000	\$42,000	\$42,000	\$42,000
Fixed Assets Expenditures	\$130,835	\$17,648	\$151,956	\$216,199	\$18,026	\$11,530	\$2,989	\$98,780	\$3,689	\$0	\$0	\$0	\$0
Professional Services	\$0	\$5,185	\$3,972	\$19,055	\$4,190	\$0	\$595	\$3,595	\$1,605	\$0	\$0	\$0	\$0
Gen&Admin/Insurance/Interest	\$26,839	\$23,691	\$27,300	\$20,745	\$9,775	\$17,238	\$8,134	\$12,941	\$8,052	\$20,000	\$20,000	\$10,000	\$10,000
Nutrition Program Expenses	\$409	\$18,742	\$15,124	\$11,981	\$14,855	\$14,099	\$12,506	\$14,951	\$11,911	\$15,000	\$15,000	\$0	\$0
Equipment Rental (Copiers)	\$5,244	\$0	\$5,256	\$135	\$11,678	\$7,845	\$821	\$7,367	\$809	\$4,500	\$4,500	\$0	\$0
Furniture & Equip (Non Capitalized)	\$0	\$4,904	\$350	\$251	\$4,049	\$2,957	\$68	\$800	\$0	\$1,000	\$1,000	\$0	\$0
Fundraising Expenses		\$650	\$66	\$2,547	\$4,242	\$1,646	\$0	\$5,435	\$20,554	\$7,500	\$0	\$0	\$0
i3 CREATE Expenses		\$0	\$0	\$0	\$0	\$0	\$1,571	\$3,698	\$75,000	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$713,555</b>	<b>\$707,388</b>	<b>\$846,408</b>	<b>\$954,806</b>	<b>\$711,574</b>	<b>\$744,364</b>	<b>\$667,565</b>	<b>\$837,035</b>	<b>\$791,231</b>	<b>\$712,500</b>	<b>\$710,000</b>	<b>\$602,000</b>	<b>\$602,000</b>
<b>Total Revenues - Total Expenditures</b>	<b>(\$576,403)</b>	<b>\$139,612</b>	<b>\$138,913</b>	<b>\$ (178,396)</b>	<b>\$ 97,525</b>	<b>\$73,327</b>	<b>\$175,744</b>	<b>\$ (80,674)</b>	<b>\$217,749</b>	<b>\$ 108,251</b>	<b>\$264,691</b>	<b>\$ (562,700)</b>	<b>(\$594,328)</b>
<b>EOM Cash Balance</b>	<b>\$209,835</b>	<b>\$ 315,695</b>	<b>\$ 468,557</b>	<b>\$ 283,014</b>	<b>\$ 379,528</b>	<b>\$ 445,525</b>	<b>\$ 613,200</b>	<b>\$ 525,398</b>	<b>\$ 701,942</b>	<b>\$ 810,193</b>	<b>\$ 1,074,884</b>	<b>\$ 512,184</b>	<b>\$ (82,144)</b>
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected

\$200,000 State Facilities Grant  
 \$45,000 i3 Grant (Salary Reimb)

Note: Adjusted to reflect only Bank of North Georgia operating accounts. Not including \$669k of investments

**Total investments held by ANCS****3/31/2015**

<u>Institution</u>	<u>Investment</u>	<u>Amount</u>
Bank of North Georgia	Money Market	626,547.00
Bank of North Georgia	Operating accounts	<u>75,395.00</u>
		<b>701,942.00</b>
Edward Jones	CD	227,029.00 2 year - matures Nov 2015
Self-Help Credit Union	CD	227,496.00 1 year - matures Oct 2015
Self-Help Credit Union	Money Market	8,032.00 Money Market account
SunTrust Bank	CD	<u>206,300.00</u> 1 year - renews automatically
Total invested funds (not at BoNG)		<b>668,857.00</b>
Grand total ANCS funds		<b>1,370,799.00</b>

**ATLANTA NEIGHBORHOOD CHARTER SCHOOL**

**Budget to Actual FY2015**

**YTD March 2015**

**Period Ended 3/31/2015**

	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD \$Variance</b>	<b>Amended Budget</b>
<b>Income</b>				
Local/State Funding	\$5,429,105	5,447,314	(18,209)	6,809,142
Grants	\$383,249	515,250	(132,001)	687,000
Contributions & Fundraising	\$231,498	245,625	(14,127)	327,500
Prior year NTRP & Title 1 Funds Received	\$175,000	175,000	0	175,000
Program Income	\$393,675	295,500	98,175	394,000
Nutrition Income	\$188,286	165,000	23,286	220,000
i3 CREATE Income	\$101,485	71,250	30,235	95,000
Other Income	\$18,580	16,683	1,897	22,244
<b>Total Income</b>	<b>\$ 6,920,878</b>	<b>\$ 6,931,622</b>	<b>\$ (10,744)</b>	<b>\$ 8,729,886</b>

**Expenditures**

Salaries and Benefits	\$5,124,228	5,059,853	(64,376)	6,746,470
Professional Development	\$122,241	101,250	(20,991)	135,000
Curriculum & Classroom Expenses	\$113,077	110,250	(2,827)	147,000
Program Expenses	\$176,851	108,750	(68,101)	145,000
Building & Grounds	\$412,257	401,250	(11,007)	535,000
Fixed Asset Expenditures	\$652,298	483,750	(168,548)	645,000
Professional Services	\$34,025	22,500	(11,525)	30,000
Gen&Admin/Insurance/Interest Expense	\$143,798	169,454	25,655	225,938
Nutrition Program Purchases	\$115,696	120,000	4,304	160,000
Equipment Rental (Copiers)	\$39,154	37,500	(1,654)	50,000
Furniture & Equipment (Non-Capitalized)	\$13,378	12,251	(1,128)	16,334
Fundraising Expenses	\$36,032	32,400	(3,632)	43,200
i3 CREATE Grant Expenses	\$80,269	0	(80,269)	0
<b>Total Expenditures</b>	<b>\$7,063,304</b>	<b>\$ 6,659,207</b>	<b>\$ (404,097)</b>	<b>\$ 8,878,942</b>
Operating Income/Loss	\$ (142,426)	\$ 272,415	\$ (414,841)	\$ (149,056)

Operating Income/Loss (less Fixed Assets) \$ 509,872

To: ANCS Governing Board of Directors

c: Ryan Camp  
Kari Lovell  
Matt Underwood

From: Mitch White

Date: April 18, 2015

In re: Monthly Financials

We are now projecting a year-end loss of **-\$74,644**. This projection excludes several positive revenue adjustments we expect to recognize before year end, including a payment of approximately \$77,000 for FY15 associated with the Beltline dispute. Based on recent guidance from APS and the budget the APS Budget committee approved last week, this payment will be made, either from payment by the City of Atlanta, or from APS reserves. So I expect we will end the year at break-even or even slightly positive. I want to encourage any Board members interested in the detailed financials to attend our monthly BOC when we go through the reports in some detail and Kari also makes detailed line-item reports from QuickBooks available for us to review.

In terms of big variances this month from what we projected last month, we have started to draw down the i3Create grant and received \$101,485 from this grant, mostly to pay the research company involved (you will also see a \$75,000 expense associated with i3 CREATE, which is this payment), and cover part of the Director's salary. Our fundraising expenses were lower than projected (\$-19,446) due to lower than budgeted auction costs overall. Program expenses were higher by \$34,479 than the regular monthly projection since many of the MC grade trips occurred in March, and program income was also higher (+\$18,411). These are timing issues that won't affect our year end outcome. Likewise, the other significant variances in Title I revenue, and expenses in building & grounds, and General & Admin monthly timing variances.



To: ANCS Governing Board of Directors

c: Ryan Camp  
Kari Lovell  
Matt Underwood

From: Mitch White

Date: April 17, 2015

In re: FY16 Budget

The Business Operations Committee has been working on the FY16 budget for the past two months. We expect to present a final budget for a Board vote at the May meeting. The draft budget you are looking at today:

- Includes most of our “desired” or required assumptions, including increased TRS funding, class size reductions in grades K-2 as described in “class size reduction” proposal presented to board in March, the hiring of a Spanish teacher, increased resources for ESOL and technology, and hiring a full-time receptionist (allowing the nurse role to become full time between both campuses). See “**FY 16 INCOME and EXPENSE assumptions.**”
- Calls for a net operating loss of **-\$4,038**, essentially break-even on a \$8.2 million budget. (Final budget will be break-even.)
- Does NOT yet include two additional annual funding sources that will be finalized by the May Board meeting:
  - Approximately \$50,000 in increased QBE funding based on the mid-term adjustments made by the GA DOE last week.
  - Approximately \$77,000 in increased annual funding based on APS’s decision (to be finalized at the 4/20/15 APS Board meeting) to fully fund the Beltline shortfall, either through receipt of that income from the City of Atlanta or from APS reserves. (Note we expect to receive this payment for FY15 as well, which will be a one-time windfall we can add to reserves.)

If you are interested in the detailed budget items, I encourage you to come to the BOC committee meeting in advance of the May Board meeting. This is the best place to take a “deep dive” into individual budget items.

**Discussion Item (10 minutes)**

The draft budget does NOT include any salary increases. Each 1% across-the-board salary increase will cost the school approximately \$53,000. We expect the final budget will include a salary increase of 0-2%, or possibly employee bonuses in this range. Matt and Lia will research what other schools and districts are doing before we finalize our budget recommendation.



		Internet Service	\$ 9,000	\$ 10,820		
		Alarm Monitoring & Servicing	\$ 10,000	\$ -		
		Telephone	\$ 5,500	\$ 4,500		
		<b>Total Telephone and Utilities</b>	<b>\$ 149,500</b>	<b>\$ 140,320</b>		
<a href="#">2.3</a>		<b>Total Building Expenses</b>	<b>\$ 490,033</b>	<b>\$ 535,000</b>		<b>\$ (44,967)</b>
	Prof. Services	Legal	\$ 1,000	\$ 1,000		
		Accounting	\$ 3,500	\$ 3,500		
		Auditing	\$ 25,500	\$ 25,500		
<a href="#">2.4</a>		<b>Total Professional Services</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>		<b>\$ -</b>
		Advertising/Web Costs	\$ 5,000	\$ 5,000		
		Bank Service Charges	\$ 5,000	\$ 3,000		
		Dues and Subscriptions	\$ 10,000	\$ 10,000		
		Insurance	\$ 64,400	\$ 85,438		
		Licenses and Permits	\$ 2,500	\$ 2,500		
		Miscellaneous	\$ 3,000	\$ 3,000		
		Gov Board/Committee Costs	\$ 250	\$ 2,500		
		Office supplies/Small Equipment	\$ 60,000	\$ 60,000		
		Payroll Service Fees	\$ 18,000	\$ 16,000		
		Postage and Delivery	\$ 5,000	\$ 5,000		
		Printing and Reproduction	\$ 500	\$ 500		
<a href="#">2.5</a>		<b>Total Other Gen/Admin Expense</b>	<b>\$ 173,650</b>	<b>\$ 192,938</b>		<b>\$ (19,288)</b>
	Fundraising Expenses	Direct Mail	\$ 5,000	\$ 5,000		
		Auction	\$ 30,000	\$ 30,000		
		Community Building	\$ 1,200	\$ 1,200		
		Other Events	\$ 7,000	\$ 7,000		
<a href="#">2.6</a>		<b>Total Fundraising Expenses</b>	<b>\$ 43,200</b>	<b>\$ 43,200</b>		<b>\$ -</b>
		Library	\$ 12,000	\$ 6,000		
		Furniture	\$ 6,000	\$ 16,334		
		Technology: Service, training & supplies	\$ 7,500	\$ 7,500		
		Grants to Green Improvements		\$ 492,525		
		Equipment: Purchase/Lease	\$ 10,600	\$ 58,475		
		Copiers Expenses	\$ 50,000	\$ 50,000		
		Computers: Software/Other	\$ 7,334	\$ -		
		Computers: Hardware	\$ 55,500	\$ 80,500		
<a href="#">2.7</a>		<b>Total Books/Equipment/Furniture</b>	<b>\$ 148,934</b>	<b>\$ 711,334</b>		<b>\$ (562,400)</b>
		<b>Total Expenses</b>	<b>\$ 8,218,078</b>	<b>\$ 8,845,942</b>		<b>\$ (627,864)</b>
		<b>Operating Income/Loss</b>	<b>\$ (4,038)</b>	<b>\$ (116,056)</b>		<b>\$ 112,018</b>

[1] Includes  
Local Funding  
State Funding  
Nursing  
Transportation

[2] Includes APS allocation, NTRP + Title 1 + Nursing + Transportation

**FY 16 INCOME and EXPENSE assumptions**

<b>INCOME</b>		
<b>Expected adjustments</b>	<b>Estimated Funding Impact</b>	<b>Status for FY16</b>
Per pupil funding - projected increase in local/state revenue and slight increase due to higher SPED & ESOL FTE	\$438,000	Included in initial budget assumptions
Slight increase from enhanced fundraising initiatives	\$25,000	Included in initial budget assumptions
Middle campus no longer qualifies for Title I funding	-\$25,000	Included in initial budget assumptions
i3 grant funds will cover costs of project director and some grant mgmt formerly in ANCS operating budget	\$75,000	Included in initial budget assumptions
Increase QBE funding per mid-term April 2015 adjustments from the GA DOE	\$50,000	<i>Not yet in budget assumptions as of April 17, 2015</i>
Recoupment of Beltline money from City of Atlanta (will be funded out of APS reserves if necessary per APS)	\$77,000	<i>Not yet in budget assumptions as of April 17, 2015 (note represents estimated annual number)</i>
<b>Desired adjustments</b>		
Begin targeted class size reductions through decrease in student enrollment numbers	-\$100,000 (~\$10k/student)	<i>Included in budget assumptions as of April 17, 2015</i>
<b>EXPENSES</b>		
<b>Expected adjustments</b>	<b>Estimated Funding Impact</b>	
1% increase in required employer TRS contributions	-\$6,000	Included in initial budget assumptions
Add 1 FTE Spanish teacher position for MC	-\$65,000	Included in initial budget assumptions
Add 0.5 FTE ESOL teacher position (or contracted services)	-\$36,000	Included in initial budget assumptions
<b>Desired adjustments</b>		
Add 0.5 FTE technology support staff (or contracted services)	-\$30,000	<i>Included in budget assumptions as of April 17, 2015</i>
Add 1 FTE receptionist for EC (shifting nurse role to full-time between both campuses)	-\$25,000	<i>Included in budget assumptions as of April 17, 2015</i>
Extend maintenance employee's contract to include approx. one month over summer	-\$4,000	<i>Included in budget assumptions as of April 17, 2015</i>
Add 1 FTE K-3 instructional coach	-\$65,000	<i>Included in budget assumptions as of April 17, 2015</i>
Salary adjustment	-\$52,813 for every 1% increase	<i>For Discussion</i>
Increase maintenance budget for flooring, grounds	-\$100,000	Not likely to be funded in FY16 - will pursue grant funding
Increase facilities budget for aquisition of mobile unit due to space constraints	-\$30,000	Not likely to be funded in FY16 - will pursue grant funding
Increase curriculum program materials budget for purchase of updated EDM materials	-\$40,000	Not likely to be funded in FY16

# Fund Development Report

- “ March 2015 total received:\$6999.00
- “ Year to date received: \$105,375.34
- “ Recent activities:
- “ “Gather to Run” campaign: Gather and Grow meets Run with the Wolves. Elizabeth Hearn worked with the Fund Development team to create a sponsorship drive for the race. We have 4 teacher teams all competing for top sponsorship dollars and top participation numbers. Families were sent information about how to donate/sponsor a team and we set up information tables to receive funds.

## Additional news / Fund Development PR:

- “ We sent a Gather and Grow e-blast with news about the RWTW collaboration and with other Fund Development news
- “ We have an annual campaign week scheduled for the week of May 11. We plan to have a kids penny drive set up beginning in May and leading up to campaign week. We also plan to prepare videos/announcements related to the campaign
- “ Matt and Narin have been discussing the need for an ANCS promotional video, and Matt has secured a company to produce this.

To: ANCS Governing Board of Directors

c: Matt Underwood

From: Mitch White (on behalf of Grace Burley)

Date: April 18, 2015

In re: Charter Renewal, Attendance Zone and Enrollment Update

1. When Neighborhood Charter School and Atlanta Charter Middle School merged in 2011, the Georgia DOE of education allowed the combined school to retain separate priority enrollment zones, with the understanding ANCS would have to go to identical priority enrollment zones effective with our 2016 charter renewal. The Georgia DOE has confirmed its position multiple times that under state law, ANCS must have the same priority enrollment zones for both campuses effective with our 2016 Charter renewal. **We must make a change to one or both enrollment zones** so that they are the same. Our charter renews July 1, 2016, and we will submit our application in early fall, 2015.

2. The current priority enrollment zones for the EC are: 1. Neighborhoods of Grant Park and Ormewood Park; 2. The rest of Neighborhood Planning Unit "W"; 3. The rest of the City of Atlanta. The current priority enrollment zones for the MC are: 1. NPU-W; 2. The rest of the City of Atlanta.

3. Georgia State Law is likely to change (the bill has passed and is waiting for the Governor's signature) so that charter schools can give priority in their lottery to certain classes of students, including those who are eligible for free and reduced lunch. Once the bill becomes law, the GaDOE will issue guidance on how weighted lotteries can be implemented.

3. So far, the Board has taken the following actions:

- Asked the school leadership to review the issues and make their recommendations as to how the Board should approach this issue;
- Held a community meeting to describe the charter renewal process and attendance zone issue on March 24, 2015;
- Conducted a parent survey asking for feedback on the attendance zone issue and the possibility of holding a weighted lottery;
- Held an open Board work session on April 14, 2015, during which time the Board reviewed the available data and started to discuss the issues. The data the Board reviewed is available on the school website.

4. Our plans at this point include:

- Another community feedback session focused solely on the attendance zone and weighted lottery;



- Another Board working session (open to the public) to discuss our guiding principles when making these decisions, and narrow the data we will use to make these decisions;
- Possibly a 3rd Board working session (open to the public) to finalize options;
- A vote, probably at a June Board meeting (open to the public) called primarily for this purpose.

Note: All of the above will be listed on the school calendar when they are scheduled and are open to the public.

Anyone interested in this issue should attend any of the meetings listed above, come to a Board meeting and make a public comment, or contact any individual Board members (all contact information is available on the website).

**April 21, 2015**  
**Action needed**

Board vote to ratify the following candidates as members of the ANCS Governing Board of Directors, effective July 1, 2015 for a term of three years each:

Ryan Camp  
Tiffany Mitchell  
Philippe Pellerin  
Tara Stoinski

Note: Existing Board members by their expected term end date:

**Ending June 30, 2015:**

Grace Burley  
Suzanne Mitchell  
Greg Parent

**Ending June 30, 2016:**

Alice Jonsson  
Narin Hassan

**Ending June 30, 2017:**

Leigh Finlayson  
Melissa McKay-Hagan  
Lia Santos  
Mitch White

**Ryan Camp** has been a parent at ANCS since 2007. His older son graduated from ANCS and he is currently the father of an ANCS 2nd grader. Ryan has been an active volunteer at ANCS (and the Summer Shade festival) and currently serves as a community representative on the Business Operations Committee. In his work life Ryan is a Senior Manager of Distribution Analytics for Cricket Wireless, a unit of AT&T, where he provides reporting and analysis of financial, marketing, and operational data. Ryan holds B.S. and M.S. degrees from Auburn University. According to Ryan, he is interested in serving on the ANCS Board because "ANCS has done so much for my children and my family over the years and is such an integral part of creating and promoting the community that I love, that if there is anything that I can do to serve ANCS I will do it to the best of my ability". Probable committee assignment: Chair, Business Operations Committee.

**Dr. Tiffany Mitchell** holds Bachelor's degrees from both Howard University and Georgia State University, where she graduated *magna cum laude*. She also earned her M.A., *magna cum laude*, in Curriculum Instruction from Central Michigan University and her Specialist, *magna cum laude*, and Doctorate in Education, Curriculum, and Instructional Leadership from Argosy University. She is currently a classroom teacher at Inman Middle School, where she has taught since 2005, as well as an adjunct professor at Atlanta Metropolitan State College. She was honored as one of *Rolling Out's* Top 25 Women of Atlanta in 2014, is a cofounder of ATL READ, and an active volunteer and leader of Links, Incorporated. Tiffany is the mother of two pre-school age daughters, and looks forward to serving on the ANCS Board because "each student represents tomorrow and she believes her talents and educational background will perpetuate ANCS' mission". Probable committee assignment: Accountability & Compliance, focused on Academic Excellence.

**Philippe Pellerin** is a Grant Park resident with a long history of volunteer work in both Grant Park and Peoplestown, his previous neighborhood. He has served as a volunteer and/or Board member at Druid Hills Child Development Center, Peoplestown Neighborhood Association, GSU Real Estate Advisory Group, and the Stadium Neighborhoods Tax Allocation District. He has extensive fund raising, advocacy, and financial management experience. Philippe is the Principal of Philippe J. Pellerin Real Estate Services LLC, a Grant Park-based diversified real estate company that develops commercial and residential real estate projects. His company focuses on projects improving intown neighborhoods including Grant Park, Peoplestown, Summerhill, and Mechanicsville. Philippe graduated from Florida International University and also earned his Master's in Real Estate from Georgia State University. He is the father of a rising Kindergartener. According to Philippe, he is interested in serving on the ANCS Board because of his passion for keeping old structures vibrant and contributing to the continued improvement of Atlanta's Southern Neighborhoods within NPU-V and NPU-W. Probable committee assignment: Business Operations Committee representative, focused on facilities management.

**Dr. Tara Stoinski** lives in Ormewood Park and is the mother of two elementary-age girls who currently attend Wesley International Academy. Tara holds a Bachelor's Degree from Tufts University, a Master's of Science from Oxford University (England), and a Ph.D. from the Georgia Institute of Technology. Tara has been a local scientist for more than 20 years, working at Zoo Atlanta and the Dian Fossey Gorilla Fund, where she currently serves as its President, CEO, and Chief Scientific Officer. Tara also has extensive volunteer and leadership experience with several national organizations related to the conservation and well being of great apes and other primates, including the American Association of Zoos and Aquariums, the Program Committee of the American Society of Primatologists, and the Education Committee for the International Society of Primatologists. She also has extensive grant writing, fundraising, and public speaking experience, as well as the financial and management skills that come from running a 150-employee nonprofit organization. Tara is excited to serve on the Board of ANCS, stating that "As a scientist and through my work with informal learning centers like Zoo Atlanta, I see the value of a solid educational footing, inquiry based learning, and a love of exploration on a daily basis. I am very excited to work with the ANCS community to help foster such experiences and hopefully create a lifelong passion for learning.". Probable committee assignment: Fund Development.

## **Attachments**

The following files are attached to this PDF: You will need to open this document in an application that supports attachments (i.e. [Adobe Reader](#)) in order to access these files.

Apr 2015 Report - Mar Donations - Amended Sent-2.xlsx