



F.A.M.E., Inc.

FAME Board Meeting

Date and Time

Saturday December 14, 2019 at 10:00 AM CST

Location

428 Broadway Street New Orleans, LA 70118

Agenda

I. Opening Items

Opening Items

A. Call the Meeting to Order

B. Record Attendance and Guests

C. Approve Minutes

Approve minutes for FAME Board Meeting on November 16, 2019

D. Acknowledgements

Mr. Javier Jalice would like to acknowledge the service of Mr. Derek Bardell and Mr. Daniel Held during their time on the FAME Board. Their terms will terminate at the conclusion of this meeting. Mr. Jalice would also like to welcome Ms. CiCi Lawson to the board as the newly elected Montessori Parent Representative for the Uptown PTO.

II. Policy Adoption

A. Fee Policy

The Administration recommends that the board adopt and approve the fee policy as presented in November with the suggested revisions.

B. Parental Involvement Policy

The Administration requests that the board review the proposed Parental Involvement Policy for Audubon Schools. This policy was developed based on guidance provided by the U.S. Department of Education with parental input from a sample of parents from all campuses. The board will be asked to approve and adopt the policy at the January board meeting.

C. Lice Policy

The Administration recommends that the board approves the suggested Lice Policy which was revised utilizing guidance from the Center for Disease Control (CDC).

III. Other Business

A. 2020-2021 School Year Calendar

The Administration would like to share a draft of the 2020-2021 school calendar to the board for review and approval at the January 2020 meeting. We are awaiting further information from the district regarding common calendar requirements before finalizing the calendar for approval and adoption by the board.

IV. Finance Committee

Finance Committee

A. 2019 Audit Results

Results of the 2019 Financial Audit presented by _____ of LaPorte and Associates.

B. Approval of Contract (Bellwether Educational Consultants for Strategic Planning)

The Finance Committee recommends that the board _____ the contract with Bellwether for a total of \$30,000 to support the development of the Strategic Plan for Audubon Schools.

C. Financial Statements November 2019

V. CEO's Report

A. Academic Updates

B. Operations Report

C. Development Report

D. Parent Reports

VI. Closing Items

A. 2020 Board Meeting Dates

The FAME Board will set meeting dates for the 2020 calendar year.

B. Announcements

Date and location of next FAME Board meeting

C. Adjourn Meeting

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for FAME Board Meeting on November 16, 2019



F.A.M.E., Inc.

Minutes

FAME Board Meeting

Date and Time

Saturday November 16, 2019 at 10:00 AM

Location

428 Broadway Street New Orleans, LA 70118

Directors Present

C. Tregre, D. Omojola, J. Jalice, M. Russell, R. Fernandez, R. Kirschman, T. Lasher

Directors Absent

B. Connick, C. Lebas, D. Bardell, D. Held, L. Moran

Directors who arrived after the meeting opened

M. Russell

Directors who left before the meeting adjourned

D. Omojola, R. Kirschman

Ex Officio Members Present

L. Brown

Non Voting Members Present

L. Brown

Guests Present

A. Dupre, Atim Kavi, Catherine Saranac, Darleen Mipro, J. Anderson, Kya McLaughlin, L. Spearman, Roxane Coron

I. Opening Items

A. Call the Meeting to Order

J. Jalice called a meeting of the board of directors of F.A.M.E., Inc. to order on Saturday Nov 16, 2019 at 10:27 AM.

A quorum was not present when the meeting was called to order, so all items requiring a vote of the board was delayed pending the arrival of additional board members.

B. Record Attendance and Guests

Another member of the public who neglected to sign in was also present at the board meeting.

C. Approve Minutes

Approval of the minutes was delayed until the arrival of board member M. Russell. The vote was called following the discussion of the Proposed Fee Policy.

R. Fernandez made a motion to approve minutes from the FAME Board Meeting on 10-26-19 FAME Board Meeting on 10-26-19.

R. Kirschman seconded the motion.

The board **VOTED** unanimously to approve the motion.

II. Policy Adoption

A. Fee Policy

M. Russell arrived.

Comments on the proposed fee policy were offered by board member T. Lasher. Will share recommendations with administration for revision of policy.

III. Finance Committee

A. Financial Statements October 2019

IV. CEO's Report

A. Academic Updates

Updates on the SPS and Fall MAP Testing presented by Ms. Latoye and Mme. Roxanne.

Comments and questions from board members and members of the public (C. Saranac and A. Kavi) also offered.

D. Omojola left.

B. Operations Report

C. Development Report

D. Parent Reports

R. Kirschman left.

V. Closing Items

A. Announcements

B. Adjourn Meeting

Meeting was adjourned but a quorum was no longer present.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:44 AM.

Respectfully Submitted,
L. Brown

Coversheet

Fee Policy

Section:	II. Policy Adoption
Item:	A. Fee Policy
Purpose:	Vote
Submitted by:	
Related Material:	Fee Policy v.2.docx



STUDENT FEE AND SCHOOL SUPPLIES POLICY

Audubon Schools may impose certain student fees or charges to help offset special costs incurred in the operation of specific classrooms or subjects. Audubon Schools shall publish the Student Fee and School Supplies Policy on its website and include it in the school's student handbook, beginning with the 2020-2021 school year. The handbook shall be provided to each family electronically during registration each year and will also be available on the school website.

The Student Fee and School Supplies Policy shall be reviewed annually and revised as necessary.

This policy governs the assessment, collection, and use of required curricular and co-curricular fees charged to students, their parents or their legal guardians, as well as the requesting of school supplies.

Definitions

For the purposes of this policy:

1. "Fees" shall mean any monetary payment or supplies **required** as a condition of a student being enrolled in school or participating in any curricular or co-curricular activity.
2. A "curricular or co-curricular activity" is any activity that is relevant, supportive, and an integral part of the program of studies in which the student is enrolled, and that is under the supervision and/or coordination of the school instructional staff. **Co-curricular activities normally supplement the curricular program, but do not include other school-related activities, such as proms and dances, entrance fees to after-school activities, school rings, class trips, field trips and items purchased through third-party vendors.**
3. "School supplies" are those items that teachers may request, but not require, of students to purchase or provide that are beneficial to the students directly, more so than general school or classroom supplies.
4. The preferred method of fee payment shall be in cash or credit card for which the collector of a fee shall give a receipt (hard copy or electronic) to the student, parent, or guardian and who shall remit the payment to **Audubon Schools**.
5. Payment is to be at or before the beginning of the activity for which a fee is assessed or requested, unless other arrangements have been made or requested.
6. The assessment of a curricular or co-curricular fee not authorized by this policy is prohibited.



Required Fees

Below is a list of all such required fees that may be assessed and collected, including the purpose, use, and the amount or the authorized range for each: [*Examples follow.*]

1. **Tuition Based Pre-K (3) Programming \$5100.** Helps to defray the cost of Pre-K (3) education for families who have elected to apply for a tuition seat at Audubon Schools, to be collected through a third party vendor who will be chosen according to solicitation and bid procedures as established in the Finance Policies and Procedures of Audubon Schools.
2. **Student ID & Lanyard. \$13-\$15.** Covers the purchase of student ID and lanyard for use by students when in attendance at off campus events such as field trips, to be collected during registration by online registration system or Office Staff.
3. **Technology Fee- \$17-30.** Helps defray the cost of the replenishment of student technology consumables such as wear and tear, hardware repairs, toner, ink, etc., to be collected during registration by online registration system or Office Staff.
4. **Student Accident Insurance \$18.** Helps defray the cost of student accident insurance for students, to be collected during registration by online registration system or Office Staff.
52. **P.E. Uniforms - \$10-\$20.** Helps defray the cost of uniforms worn in P.E. classes, to be collected by PE Teacher or Office Staff.
63. **Lab Fees - \$20-\$50.** Helps defray the costs of science laboratory supplies used during class, to be collected during registration by online registration system or Office Staff.
74. **Consumable Classroom Art Supplies Fee - \$17-\$40.** Helps defray the costs of art materials and supplies used during class, to be collected during registration by online registration system or Office Staff.
85. **Arts Reach Fees - \$150-\$450 per course.** Covers the cost of materials, supplies and participation in optional, afterschool programming, to be collected during Arts Reach registration by online registration system or Office Staff.

Payment Arrangements or Waivers

Any required fee may be payable later or in installments, may be reduced or may be waived for economically disadvantaged students and students whose families are experiencing economic hardship and are unable to pay them timely, fully, or at all. Eligibility for delayed payment, or for reduced, or waived fees includes, but is not limited to, those families receiving unemployment benefits or public assistance (including Temporary Assistance for Needy Families-TANF, Supplemental Nutrition Assistance Program - SNAP, Supplemental Security Income - SSI or Medicaid), workers' compensation benefits, foster families caring for children in foster care,



families that are homeless, families where the student's parent(s) or legal guardian(s) are serving in, or within the previous year has served in, active military service, or the student is an emancipated minor.

Any student, parent or guardian seeking a delayed or reduced fee payment or a fee waiver should submit on or before the beginning of the covered activity his/her written request for such relief to the Finance Department (finance@auduboncharter.com) for resolution. The Finance Department will consider factors such as a family's income (typically aligned with Income Guidelines used by the LA DOE for LA4 programming) and scholarship funding available to qualify a family to receive a partial or full fee waiver. Any student who is denied an economic hardship request and wishes to appeal the denial should submit to the School Principal within seven (7) school days of denial by a written appeal, containing the reason(s) why the economic hardship waiver, delay, or reduction should be granted. The School Principal will consider the request, make a determination and respond to the appeal in writing within seven (7) school days of receipt of the written appeal.

All records associated with a fee waiver, delay, or reduction request due to economic hardship shall not constitute a public record but may be audited to ensure compliance with this policy. A student's personally identifiable information with such a waiver shall not be made public.

The failure to pay any required fee shall not result in the withholding of a student's educational record.

Damage to Textbooks/Instructional Materials

Audubon Schools may require parents and/or legal guardians to compensate the school for lost, destroyed or unnecessarily damaged books and materials, and for any books which are not returned to the school at the end of the school year or upon withdrawal of their dependent child. Under no circumstances may a student of school age be held financially responsible for fees associated with textbook replacement.

Monetary fees or fines shall be limited to no more than the replacement cost of the textbook or materials, but may, at the discretion of the school, be adjusted according to the physical condition of the lost or destroyed item. Audubon Schools may waive or reduce the payment or accept other payment arrangements based on the family's economic circumstances.

School Supplies

School supplies requested by classroom teachers of a student's parent or guardian shall not exceed the published amount per student per school year, as determined by this Board of Directors. Requested supplies can be found on each school's website. The school principal shall approve all school supplies requested by classroom teachers. Prior to establishing a fee for school supplies or developing a school supply list, the school principal shall consider the existing school supply



inventory. A student shall not be denied the opportunity to participate in a classroom activity due to his or her inability to provide requested school supplies.

Unpaid Fees/Debt

Every family shall be accountable for unpaid fees or debts owed to the school for such things as, but not limited to: lost textbooks, library books, unpaid lunch money, school pictures, student I.D. fees, fundraiser money/product not returned, etc. by denying participation in non-academic activities, including graduation or promotional ceremonies.

Principals shall be encouraged to contact parents or cooperation in clearing debts. Should attempts to clear any debt through parental contact not be successful, the school shall notify legal counsel, who may be authorized to take any further appropriate steps to secure payment, including legal action against the parent/ legal guardian of the minor student.

Source: La. R.S. 17:177; 17:178

LDE "Guidance on Student Fees" – August 2017

[Bulletin 129, Section 1410 \(LAUGH \).](#)

Coversheet

2020-2021 School Year Calendar

Section:	III. Other Business
Item:	A. 2020-2021 School Year Calendar
Purpose:	FYI
Submitted by:	
Related Material:	20-21 calendar draft 3.doc

AUDUBON SCHOOLS | 2020-2021 CALENDAR

4 Independence Day

JULY '20						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JANUARY '21						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

1-4 Winter Break
4 PD-Teachers Return
5 Students Return
18 M.L. King Day- NO School

3 Faculty Return
12 Students Return (K-8)
13 Students Return (PK)
25 Back to School Gentilly
26 Back to School Lower
27 Back to School Upper

AUGUST '20						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY '21						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

2 End of 2nd Trimester
5 Early Dismissal
10-11 Early Dismissal
12 Report Card Conferences - NO School
15 Presidents' Day
15-19 Mardi Gras Break

7 Labor Day
18 PD – No School

SEPTEMBER '20						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MARCH '21						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

12 Columbus Day
12-16 Fall Break
26-30 Spirit Week
31 Halloween

OCTOBER '20						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL '21						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

02 Good Friday
2-9 Spring Break
04 Easter Sunday

6 End of 1st Trimester
10 Election Day (NO School)
11 Veterans Day
20 Report Card Conferences (NO School)
23-27 Thanksgiving Break
26 Thanksgiving Day

NOVEMBER '20						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY '21						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

09 Mother's Day
21 Last Day for Students
26 Last Day for Staff
31 Memorial's Day- School/Offices Closed

Emergency Closure Make-Up Dates (if Needed)
 May 24-26, 2020

21-31 Winter Break
25 Christmas Day

DECEMBER '20						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE '21						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

20 Father's Day

Coversheet

Approval of Contract (Bellwether Educational Consultants for Strategic Planning)

Section:	IV. Finance Committee
Item:	B. Approval of Contract (Bellwether Educational Consultants for Strategic Planning)
Purpose:	Vote
Submitted by:	
Related Material:	Please_DocuSign_BEP_-_Audubon_Schools_contra.pdf Committee Recommendation to Board of Directors.pdf



CONSULTING AGREEMENT

This Consulting Agreement ("Agreement") is entered into and effective as of November 13, 2019 by and between Bellwether Education Partners, Inc. ("Bellwether") ("Consultant"), having its principal address at 517 Boston Post Road #171, Sudbury, MA 01776 and French and Montessori Education, Inc. dba Audubon Schools, dba Audubon Charter School ("Audubon"), having its principal office at 428 Broadway Street, New Orleans, LA 70118. The purpose of this Agreement is to set forth the terms and conditions under which Bellwether will perform consulting services ("Services") for Audubon.

A. Consulting Services

1. Bellwether agrees to perform Services for Audubon as agreed by Bellwether and Audubon. This Agreement shall commence on November 13, 2019 and shall continue until the Services are completed, unless terminated at an earlier date by either party pursuant to the terms set forth in Section "D" below.
2. Services to be performed by Bellwether will be as set forth in Statements of Work signed by Bellwether and Audubon. Bellwether agrees to perform Services in a professional manner and to meet schedules established in Statement of Work. Bellwether agrees to promptly notify Audubon if it will not be able to comply with any provision of a Statement of Work.
3. Bellwether shall perform the Services under the general direction of Audubon, but Bellwether shall determine the manner and means by which the Services are accomplished and Audubon agrees to abide by Bellwether decisions.
4. Bellwether acknowledges that (i) it is a consultant of Audubon, not an employee, (ii) its services will be utilized by Audubon on an as-needed basis, and (iii) Audubon has no continuing obligation to use its services.
5. Audubon acknowledges that Bellwether does not represent clients in the media and that Bellwether team members undertake no lobbying activities. At no time under this engagement will any employee or contractor of Bellwether be involved in any work or activity that would require lobbying disclosure pursuant to any federal, state, or local law or regulation.

B. Compensation

1. The rate of compensation to be paid to Bellwether will be as set out in each Statement of Work.
2. Bellwether will report time spent on Services associated with Statement of Work and invoice Audubon for Services at a frequency specified in the Statement of Work.
3. Audubon shall pay all undisputed fees within 30 business days after receipt of Bellwether's invoice. If Audubon disputes any of Bellwether's invoiced fees, Audubon shall advise Bellwether in writing within 14 days of receipt of Bellwether's invoice. Any dispute over fees that is not raised within the 14 day period will be considered waived.
4. Bellwether is not eligible to participate in any employee benefits of Audubon regular employees.

5. Bellwether shall be responsible for the payment of any and all taxes due as a result of the Services performed by Bellwether. Bellwether shall indemnify and hold harmless Audubon from any obligation to pay any sales or withholding taxes, social security, unemployment or disability insurance or similar charges including any interest or penalties, in connection with any payments made to Bellwether.

C. Confidentiality and Ownership

1. Bellwether represents and warrants that (i) it is free to enter into this Agreement; (ii) the services and work product it provides under any Statement of Work will be original; (iii) no portion of any services or work product it provides under a Statement of Work, or its use or distribution by a client of Bellwether, will violate or be prohibited by any right, title or interest of any kind of any third party entity; and (iv) it is not bound by any employment agreement, restrictions or obligations which would interfere or be inconsistent with the services it furnishes hereunder or its disclosure or use of any ideas, processes, designs, data, or other information in performing services hereunder.
2. Bellwether acknowledges and agrees that any work product it creates under a Statement of Work is proprietary to and the exclusive property of Audubon.
3. Bellwether agrees not to disclose any information about any work it performs for Audubon to any third party unless authorized in writing to do so.

D. Termination

1. Bellwether or Audubon may terminate this Agreement without cause upon 30 days written notice to the other party. In the event of termination pursuant to this clause, Audubon shall pay Bellwether any fees then due and payable for services completed up to and including the date of such termination.
2. Bellwether or Audubon may terminate this Agreement, effective immediately upon written notice to the other party to this Agreement, if the other party materially breaches this Agreement, and such breach is incapable of cure, or with respect to a material breach capable of cure, the other party does not cure such breach within ten business days after receipt of written notice of such breach.

The provisions of Section C shall survive any termination of this Agreement.

E. Dispute Resolution

In the event the parties are unable to resolve a dispute arising from this Agreement, either party may commence arbitration by sending a written demand for arbitration to the other party, setting forth the nature of the matter to be resolved by arbitration. There will be one arbitrator, who will be selected within fourteen (14) calendar days after the demand for arbitration is mailed. The arbitration shall be conducted in accordance with the procedural rules of the American Arbitration Association and the substantive law of the District of Columbia will be applied by the arbitrator. Arbitration will take place in the District of Columbia unless the parties otherwise agree. As soon as reasonably practicable, a hearing with respect to the dispute or matter to be resolved will be conducted by the arbitrator. As soon as reasonably practicable thereafter, the arbitrator will arrive at a final decision, which will be reduced to writing, signed by the arbitrator and mailed to each of the parties and their legal counsel. The arbitrator's award will be final, binding and conclusive on the parties.

Judgment may be entered upon the arbitrator's award in accordance with applicable law in any court having jurisdiction.

F. Remedies and Attorneys' Fees

The remedies provided to the parties hereto by this Agreement are not exclusive or exhaustive, but cumulative and in addition to any other remedies the parties hereto may have, at law or in equity.

Should a party hereto institute any action or proceeding at law or in equity or in connection with an arbitration, to enforce any provision of this Agreement, including an action for declaratory relief, or for damages by reason of an alleged breach of any provision of this Agreement or otherwise in connection with this Agreement, or any provision thereof, the prevailing party is entitled to recover from the losing party or parties reasonable attorneys' fees and costs for services rendered to the prevailing party in such action or proceeding.


G. Other Business Activities

Bellwether may be engaged or employed in any other business, trade, profession, or other activity while performing work under the Agreement.

H. General Provisions

1. This Agreement shall be governed by the laws of the District of Columbia applicable to contracts made in the District of Columbia between residents of the District of Columbia.
2. If any term or provision of this Agreement is invalid, illegal, or unenforceable in any jurisdiction, such invalidity, illegality or unenforceability shall not affect any other term or provision of this Agreement or invalidate or render unenforceable such term or provision in any other jurisdiction.
3. This Agreement contains the entire agreement of the parties hereto with respect to the subject matter hereof and supersedes all prior agreements written or oral with respect thereto. This Agreement may be amended, superseded, canceled, renewed or extended, and the terms hereof may be waived, only by a written instrument signed by each of the parties or, in the case of a waiver, by the party waiving compliance.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date herein above written.

Audubon Schools		Bellwether Education Partners	
Signature:		Signature: 	
Name: Latoye Brown		Name: Rebecca G. Goldberg	
Title: Chief Executive Officer		Title: Partner	
Date:		Date: November 13, 2019	
		Taxpayer ID# 26-1914515	

Statement of Work

Bellwether will provide the following services under the terms of the Consulting Agreement dated November 13, 2019 between French and Montessori Education, Inc. dba Audubon Schools, dba Audubon Charter School and Bellwether Education Partners, Inc.

A. Bellwether Contact

Katie Rouse and Rebecca Goldberg

B. Audubon Contact

Latoye Brown


C. Specific Services

See attached project scope (CSGF SGI revised approach and scope of work Audubon.pdf).

D. Payment

Audubon agrees to pay Bellwether \$30,000 for this project, payable as follows:

1. \$15,000 upon signing of contract;
2. \$15,000 upon completion of project.

Audubon Schools	Bellwether Education Partners
Signature:	Signature: 



Partnership with CSGF to conduct Strategic Growth Institute #2 REVISED SEPTEMBER 2019

In early 2018, Bellwether partnered with CSGF to conduct a Strategic Growth Institute (SGI) with six organizations invited by CSGF to participate in the process. Over the course of the experience, participants clarified their visions for growth, and developed a robust plan to fund, execute, and lead the growth process. Feedback from both participants and leaders at CSGF included the value of the tailoring and the clarity that it brought to each organization. Below is a recap and reminder of the SGI process, timeline, and budget we propose to support the second cohort.

Program background

As a sector, it is imperative for the next generation of charter operators to grow into strong CMOs to meet increasing demand with ever-increasing quality. Since its inception, Bellwether has engaged with CMOs directly and with organizations such as human capital nonprofits, advocacy organizations, city-level harbor masters and foundations that support the growth of CMOs. We have developed an unparalleled combination of knowledge, tools and experience that has grown out of working deeply with hundreds of CMOs and related organizations in the sector.

In 2016, seeing great demand from burgeoning charter management organizations for strategic planning, and the benefit to organizations of learning from their peers through the process, Bellwether developed the Strategic Growth Institute (SGI). The SGI is a 5 month-long engagement for a cohort of organizations who intend to expand to serve more students. The experience builds leadership capacity in terms of sophistication of thinking about growth and the organizational transitions it entails, and also results in a strategic plan and financial model for use both internally and with funders.

Outcomes for each participating school

- **Strategic plan:** All participating schools develop a three to five year strategic growth plan in PowerPoint format designed to support their growth into a multi-school network. This cohort will include particular focus on defining: 1) theory of action/intended impact, 2) instructional model that will be replicated/adapted for scale, 3) market landscape and demand for growth 4) network model and accompanying staffing/organizational structure, and 5) implementation priorities that support high-quality growth. We have found that every early stage charter network needs clarity around these core elements and that they benefit tremendously from exposure to other organizations at the same developmental stage and a stage ahead of them.
- **Financial model:** All participating schools develop a multi-year staffing model and financial model (number of years vary, but all models should include getting to full enrollment of planned schools) designed to be used as a decision making tool to ensure strategic and sustainable use of resources through growth.
- **Leadership capacity:** Leaders who go through the process gain an increased understanding of the challenges and hurdles of growth as well as tools to pre-empt frequent challenges that growing organizations face. The process results in a deepened understanding of what it will require of leadership and of the organization to grow effectively.
- **Engagement from primary stakeholders:** Schools will receive guidance and support from Bellwether on how they can engage with staff members, board members, funders, and other stakeholders to achieve engagement and alignment around key decisions that need to be made during the strategic planning process.

Components of cohort experience



- **Readiness assessment and diagnostic visit:** An up-front visit at the launch of the work will enable Bellwether to complete a “readiness to grow” diagnostic and instructional assessment of the school. Together, Bellwether and the participating organizations use that information to identify a small number of customized focus areas for each school.
- **Tailored Advising:** Bellwether’s team will provide customized, tailored support to ensure that schools and leaders have the necessary support to make progress on their strategic planning work. This support will include weekly or bi-weekly (weekly most weeks, except during holiday breaks or other unusual times for either networks or Bellwether) meetings or video calls with a senior Bellwether leader and other team members as needed, depending on the topic. After the initial sessions designed to orient participants to the approach, the focus of these sessions will quickly shift to providing feedback and advice to participants based on pre-work completed in advance of the advising session. The goal is to have these sessions structured like a “flipped classroom” with cohort participants completing pre-reading and work in advance in conjunction with their team.
- **Collaborative Cohort Working Sessions:** There will be 2 in-person sessions of 1-1.5 days with all members of the cohort. These sessions will provide opportunities to get feedback on work in progress from one another and Bellwether. The sessions are structured to include significant interaction among participants, often in consultancy formats or other collaborative-problem solving formats, and provide an opportunity to deepen thinking and progress on draft materials. In addition, there will be a half-day virtual convening to share draft plans and receive feedback at the end of the cohort experience. *Depending on the composition of the cohort, we may adjust the topics and number of sessions to meet the needs of all participants.*

Roles and responsibilities

- **School network:** The school network should assemble a small “core” team of leaders to participate in most elements of the work. We can work with each school to determine participants for each specific meeting/event to maximize efficiency and effectiveness, but the school should identify folks to play the following roles at the outset (in some networks, multiple roles may be played by the same person):
 - **Day-to-day leader:** This person will play a key role in driving pre-work, internal team decision-making around growth, and execution of the SGI process. **This will usually be the CEO/ED.** This person should expect to dedicate at least 5 hours/week (roughly 20-25 hours/month) to the planning process throughout the cohort, including more at the beginning and end of the process. This person will also play a key role in identifying the appropriate stakeholders to engage throughout the process (see below).
 - **CEO/ED:** If the CEO is not the key leader of this work s/he needs to be deeply involved in the work and participating in key discussions about growth offline, as well as joining advisory calls and the collaborative working sessions. This will require roughly 2 hours per week at minimum.
 - **Financial model lead:** This is often the Finance Director or COO, who will be responsible for building and/or updating a multi-year financial model tool to support strategic decision making during this process and beyond. This person should be engaged from the beginning in the SGI process. This may also be an outsourced provider willing to partner closely with Bellwether to create this model and support the school in using it on an ongoing basis.
 - **Instructional model lead or leads:** This person or people should play a key role in the process in working with Bellwether to assess and evaluate the current instructional vision and execution and identify priorities for updating the instructional approach. This could include school leaders and any network leaders who are decision-makers for the instructional program.



- *(Optional, depending on team) Development/External Relations lead:* Some schools have found it helpful to engage their development/external relations leader in developing the external-facing strategic plan document.
- **Board member liaison to strategic planning process:** Each CEO/ED should work with his/her board to identify at least one board member who will be engaged throughout SGI. This person will not attend every weekly advising session, but will be engaged in a few key ways: 1) participate in an interview at the start of the SGI process to share his/her perspectives on potential growth; 2) provide updates to the board (committee or full board as is appropriate) about the process and recommendations coming out of SGI; and 3) participate in a subset of advising sessions on highly relevant topics. Depending on the stage of the board's development, it may make sense for the board liaison to facilitate additional offline touchpoints with the board's committee.
- **Bellwether Education Partners:** Bellwether will design the cohort experience, conduct focused external research, bring data and examples from similar organizations, surface options and highlight trade-offs, facilitate discussions related to key decisions, and support hands-on refinement of key materials (such as the PPT version of the strategic plan). Our most important role in this process will be "critical friend" and "connector", challenging the thinking and bringing an objective, outside perspective informed by significant experience working with a variety of charter schools and networks.

Throughout the engagement, Bellwether will provide customized support for decision-making and strategic plan development that includes:

- Decision-approach frameworks and key questions to consider,
- Tools and templates to enhance data collection and decision-making,
- Examples from other high-performing organizations,
- Tailored thought partnership grounded in experience both on-the-ground and in advising a wide range of charters, CMOs, and other education organizations to help shape and refine each element of your strategic plan,
- Thoughtful engagement of third-party experts to share experiences and provide input to SGI participants,
- Detail-oriented project management to ensure SGI participants fully understand the process, expectations, and next steps at each stage of the process, and
- A high degree of responsiveness and tailoring to school needs

Decisions to be made/codified during the SGI

This table is an index of the topics we plan to cover through the experience. Specific topics will be tailored to meet the needs of each school depending on the questions/topics they want to address, as well as the results of the diagnostic visit(s).

Category	Topic	Key decisions/outcomes
Core Decisions	Vision for long-term impact and growth	<ul style="list-style-type: none"> ● Rationale for growth and draft growth plan (to be refined through the work) ● Mechanism for growth (replication, addition of grade levels, etc.) ● Intended impact and theory of change ● Unique value proposition of school(s)



	Market landscape assessment	<ul style="list-style-type: none"> • Key criteria for deciding where to grow (demographics, need, distance from target location, authorizer, etc.) • Summary of current student demographics and waitlist data- race/ethnicity, economically disadvantaged, location by zip code (as needed), waitlist length • Assessment of supply/demand in local geography, including: <ul style="list-style-type: none"> ■ Need: Seat quality gap ■ Demand for charter schools from families (if available) ■ Plan for how other charters will grow (if available) • Understanding of political and chartering landscape • High-level plan for how to seek input / engage community on demand and need for school model • Understanding of how student demographics may evolve in new school(s)
	Instructional Model	<ul style="list-style-type: none"> • Analysis of results to date, by sub-group and over time • Assessment of strengths and gaps of current academic program • Network model philosophy and degree of standardization specific to instructional program. • Codification of key elements of the model at current school(s) that will be replicated and scaled with plan for how/if these evolve due to growth factors such as changing demographics. Program elements include description of student impact goals and approaches for: curriculum, instruction, assessment, data analysis, intervention, instructional staffing, and professional development • Plan for progress monitoring program quality across multiple school sites.
	Organizational structure and network model	<ul style="list-style-type: none"> • Network model philosophy and degree of standardization • Approach to network staffing vs. school staffing and network staffing expansion over time • Organizational roles, responsibilities, and hiring timelines
Execution	Talent approach	<ul style="list-style-type: none"> • Talent philosophy and targeted strategy on high-need areas, potentially including: <ul style="list-style-type: none"> ○ Teacher recruitment/selection and development ○ Cross-campus engagement and “seeding” of new campuses ○ Leader development



	Priorities, metrics, and greenlighting	<ul style="list-style-type: none"> • Setting multi-year strategic priorities and initiatives that will guide strategic plan • Target metrics/milestones for strategic plan • Greenlighting process to determine readiness to launch new schools
	Financial model and metrics development	<ul style="list-style-type: none"> • Financial goals / metrics for network • Financial model including school-level staffing model and network office staffing model • Calculation of philanthropic need (total and by year)
Synthesis	Stakeholder communication and change management	<ul style="list-style-type: none"> • Board and team engagement and communication • Change management
	Implementation	<ul style="list-style-type: none"> • Developing implementation plans • Risks and strategies to mitigate

Candidates for participation

Strong candidates for joining the SGI meet the following criteria:

- Currently operate 1 to 3 charter schools
- Have strong results and are looking to grow over the next 3 to 5 years
- Have stable school culture and organizational leadership
- Have questions about how to approach your growth or infrastructure to support growth and a network and would like strategic support
- Eager and invested in developing a multi-year plan to guide growth
- Have a Chief-level leader who can dedicate ~5 hours to this work weekly including:
 - Leading internal 1:1 and team conversations about growth-related topics
 - Completing structured pre-work documents to prepare for advisory calls
 - Attending 2 in-person convenings (these weeks will require significantly more time)
 - Capturing strategic growth approach in codified document (usually PPT)
 - Overseeing development of a financial model (by another team member)
- Are eager to learn and have thinking pushed (by Bellwether and other participating organizations) and push others' thinking about how to approach this work effectively and in the best interest of kids

Timeline and process for identifying schools

In April 2019, We discussed the following timeline with the CSGF team for the fall 2019 SGI:

- August 2019: CSGF confirms members of ECMO cohort and provides schools with short description of SGI opportunity (included as an attachment to this scope of work)



- September 2019: Bellwether (with CSGF as optional participant) conducts matching calls/webinars with interested schools to assess mutual fit for SGI
- By end of September: Bellwether, CSGF, and schools confirm cohort participants in CSGF SGI Cohort 2
- October 21st: Launch CSGF SGI cohort
- Weeks of Thanksgiving and Christmas: no cohort work
- Late March: Complete CSGF SGI cohort

How we work with partners/funders/intermediaries

Our most successful SGI experiences involve the thoughtful participation of a funder or other intermediary partner to support both Bellwether and participants through the experience. The role of the partner is four-fold:

- 1) **Help to identify participants for the cohort.** Partners are usually critical resources in identifying organizations who would be strong candidates for this process. Bellwether will offer webinars to potential participants to learn more about the process and engage in a mutual fit discussion with candidates upon referral by the partner organization.
- 2) **Provide funding or partner to fundraise to support the cohort.** Many participants in the SGI cohort have limited funds to contribute to strategic planning. Often partners will pay 80-100% of the cost of participation on behalf of participating organizations. If that funding is not available in the partner budget, Bellwether can collaborate with prospective partners to identify funding support for the work.
- 3) **Provide light-touch engagement and support throughout the experience.** We find that a monthly check-in to provide a progress update and discuss any challenges can be quite helpful. Often the partner will help manage any process concerns and review the materials that Bellwether is sharing with participants. Partners sometimes choose to attend selective portions of the cohort working sessions to engage with participants and see progress-to-date.
- 4) **Continue to support and engage participants after the SGI is completed.** Ongoing financial and advisory support can be very helpful to participants after their engagement in the SGI. A partner in the growth process is invaluable to small organizations who are often doing this for the first time.

In the interest of being able to provide the best support possible to participating organizations, Bellwether generally does not share with the partner work-in-progress or specifics of the plans that participants are developing unless the schools have given us explicit permission to do so. We are certainly willing to work in different ways ensuring we are fully transparent with participants from the beginning.

Qualifications and experience

Bellwether Education Partners is a national nonprofit focused on dramatically changing education and life outcomes for underserved children. We do this by helping education organizations accelerate their impact and by working to improve policy and practice.

Bellwether envisions a world in which race, ethnicity, and income no longer predict opportunities for students, and the American education system affords all individuals the ability to determine their own path and lead a productive and fulfilling life.

Our work focuses on five service areas:

1. Policy analysis and research
2. Strategy and growth planning



3. Organizational effectiveness and efficiency
4. Implementation support
5. Educational program evaluation

We believe that the only way to ensure all children have access to a high-quality education is to take a holistic approach by changing field-level policies and perceptions while strengthening and supporting individual organizations. Since many of the challenges organizations face are complex, they require multiple perspectives and areas of expertise.

Through our integrated offerings, we provide comprehensive, coherent, and lasting solutions to education's most long-standing and complicated problems.

Our Strategic Advising practice advises leaders and organizations on their most pressing strategic and operational issues. Our work ranges from supporting entrepreneurs through business plan development, to partnering with established organizations on growth and performance improvement, to assessing new opportunities for impact as the field evolves.

Members of our team come from top-tier management consulting firms such as Bain & Company, The Boston Consulting Group, McKinsey & Company, and Deloitte. The tools and training developed in those firms inform our work, as do the experience and perspective gained in the field as teachers, funders, nonprofit leaders, and board members. We also bring on-the-ground experience from leading charter management organizations including KIPP, Yes Prep, DC Prep, DSST, and the SEED Foundation, among others to our work, marrying an on-the-ground viewpoint with the value of the management consulting toolkit. Our experience as executives in the world of education reform minimizes our learning curve and maximizes our understanding of the issues our clients must confront. Having worked with consultants as clients ourselves, we recognize the challenges associated with hiring outside professionals to meet the unique needs of organizations in this field. For that reason, we have developed a highly collaborative process that ensures relevant work and gives clients real ownership of the results.

Since its inception, Bellwether has partnered with a wide variety of charter schools and charter management organizations across a variety of project types, and primarily to support strategic growth plan development. Since 2016, we have led 10 SGI cohorts and served more than 20 charter organizations to successfully develop strategic plans. The cohorts have included partnerships with: Building Excellent Schools (national), Charter School Growth Fund (national), Education Forward DC, Excellent Schools New Mexico, The Laura and John Arnold Foundation (national), and The MindTrust (Indianapolis). Participants rave about the experience and have gone on to gain funding from national and local funders to support their growth plans.

Budget

In early September 2019, CSGF and Bellwether connected to confirm that the cohort would likely include 2 CMOs/networks, and that the price would be \$70,000/CMO or network for 2-3 schools, not including expenses (which will be covered by the schools). Of the \$70,000/CMO, CSGF will contract directly with Bellwether Education Partners to cover \$46,000/CMO, and the CMOs/networks will contract with Bellwether Education Partners for the remaining \$30,000 each.

This means that the total fees incurred by Audubon Schools will be \$30,000.



Committee Recommendation to Board of Directors

After careful review of the proposed contract with Bellwether for Strategic Planning Consulting that was presented to the Finance Committee on Tuesday, December 10, 2019 it is the recommendation of the Finance Committee that the Board of Directors vote to approve the proposed contract with the understanding that Audubon's costs will not exceed \$30,000.

It is our hope that the Board of Directors supports this recommendation as each committee member is fully dedicated to the success of Audubon Schools and its sustainability and have duly reviewed all documents associated with realizing this recommendation.

List All Committee Members Present:

1. Harold LeBlanc
2. Jorge Perez
3. Christine Coleman
4. Calvin S. Tregre
5. Javier Jalice, ex-officio member

List Administrative Team Present: Administrative Team Members

1. Justin Anderson

Duly Sworn by My Signature

Calvin S. Tregre
Chairman, Finance Committee

Coversheet

Financial Statements November 2019

Section:	IV. Finance Committee
Item:	C. Financial Statements November 2019
Purpose:	Discuss
Submitted by:	
Related Material:	1911 ACS Financial Statement.pdf

FRENCH AND MONTESSORI EDUCATION INCORPORATED

Financial Statements

For the Month Ended November 30, 2019

These financial statements have not been subject to an audit, review, or compilation engagement, and no assurance is provided on them. Substantially all of the disclosures, and the statement of cash flows, required by accounting principles generally accepted in the United States of America have been omitted.

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Statement of Activities and Change in Net Assets and Budget Comparison for the five months ended November 30, 2019	3
Statmement of Cash Flows for the period ended November 30, 2019	4
Management's Discussion and Analysis	5-6

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**FRENCH AND MONTESSORI EDUCATION INCORPORATED
D/B/A AUDUBON CHARTER SCHOOL
STATEMENT OF FINANCIAL POSITION
FOR THE MONTH ENDED November 30, 2019**

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 1,011,403
Accounts receivable	675,245
Investments	960,161
Prepaid expenses and other current assets	<u>103,424</u>
 Total current assets	 2,750,233

PROPERTY AND EQUIPMENT, net	<u>3,832,615</u>
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TOTAL ASSETS	<u><u>\$ 6,582,848</u></u>
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable and accrued expenses	\$ 2,052,310
Accrued salaries and benefits payable	188,360
Deferred revenues	<u>116,616</u>
 Total current liabilities	 2,357,286

NET ASSETS

Unrestricted net assets	<u>4,225,559</u>
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TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 6,582,848</u></u>
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**FRENCH AND MONTESSORI EDUCATION INCORPORATED
D/B/A AUDUBON CHARTER SCHOOL
STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS AND BUDGET COMPARISON
FOR THE FOUR MONTHS ENDED November 30, 2019**

	AUDUBON UPTOWN Actual	AUDUBON GENTILLY Actual	AUDUBON CENTRAL OFFICE Actual	TOTAL	% ACHIEVED OF ANNUAL
REVENUES AND SUPPORT					
MFP revenues	\$ 3,185,364	\$ 639,774	\$ -	\$ 3,825,138	43%
Fee revenues	60,894	19,146	-	80,040	21%
Public grants and program funding	332,435	69,537	-	401,972	20%
Private grants and donations	36,224	8,271	-	44,495	8%
Income from investments	18,546	264	-	18,810	125%
Other income	171,226	18,302	-	189,528	37%
Released from restrictions					
Total revenues and support	<u>3,804,689</u>	<u>755,294</u>	<u>-</u>	<u>\$ 4,559,983</u>	35%
EXPENSES					
Salaries	\$ 2,076,585	\$ 532,021	\$ 311,525	\$ 2,920,131	40%
Benefits	682,037	86,046	104,407	872,490	40%
Disposal	5,921	2,039	-	7,960	35%
Dues	16,059	1,823	395	18,277	15%
Food service	54,474	16,552	-	71,026	16%
Insurance	46,651	-	-	46,651	20%
Materials	125,670	25,415	4,404	155,489	37%
Purchased services	309,345	63,208	19,992	392,545	41%
Rentals	10,726	-	268	10,994	43%
Repairs and maintenance	97,804	36,325	-	134,129	60%
Travel	33,377	863	197	34,437	77%
Utilities	79,696	16,692	-	96,388	39%
Depreciation	30,516	41,677	-	72,193	41%
Other expenses	8,880	179	89	9,148	41%
Debt Service	1,956	36,255	-	38,211	29%
Student Transportation	28,120	40,310	-	68,430	35%
Total expenses	<u>3,607,817</u>	<u>899,405</u>	<u>441,277</u>	<u>4,948,499</u>	39%
CHANGE IN NET ASSETS	\$ 196,872	\$ (144,111)	\$ (441,277)	\$ (388,516)	
NET ASSETS - Beginning of period				<u>4,614,075</u>	
NET ASSETS - End of period				<u>\$ 4,225,559</u>	

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**FRENCH AND MONTESSORI EDUCATION INCORPORATED
D/B/A AUDUBON CHARTER SCHOOL
STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS AND BUDGET COMPARISON
FOR THE MONTH ENDED November 30, 2019**

	AUDUBON UPTOWN	AUDUBON GENTILLY	AUDUBON CENTRAL OFFICE	Total	Budeted	Variance
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>			
REVENUES AND SUPPORT						
MFP revenues	\$ 637,073	\$ 133,104	-	\$ 770,177	\$ 747,759	22,418
Fee revenues	17,702	4,617	-	22,319	\$ 37,230	(14,911)
Public grants and program funding	103,934	37,524	-	141,458	\$ 205,778	(64,320)
Private grants and donations	4,019	500	-	4,519	\$ 56,900	(52,381)
Income from investments	(560)	62	-	(498)	\$ 1,250	(1,748)
Other income	26,618	5,355	-	31,973	\$ 50,937	(18,964)
Released from restrictions					\$ -	-
Total revenues and support	<u>788,786</u>	<u>181,162</u>	<u>-</u>	<u>969,948</u>	<u>1,099,854</u>	<u>(129,906)</u>
EXPENSES						
Salaries	\$ 483,136	\$ 130,290	\$ 63,780	\$ 677,206	\$ 613,994	63,212
Benefits	147,585	21,537	22,764	191,886	\$ 183,800	8,086
Disposal	-	-	-	-	\$ 1,900	(1,900)
Dues	2,088	437	-	2,525	\$ 10,000	(7,475)
Food service	3,115	1,057	-	4,172	\$ 42,991	(38,819)
Insurance	9,330	-	-	9,330	\$ 4,712	4,618
Materials	11,744	3,081	3,584	18,409	\$ 35,151	(16,742)
Purchased services	63,797	15,058	6,059	84,914	\$ 57,640	27,274
Rentals	3,460	-	-	3,460	\$ 2,319	1,141
Repairs and maintenance	33,699	11,373	-	45,072	\$ 18,600	26,472
Travel	2,226	-	-	2,226	\$ 3,708	(1,482)
Utilities	11,256	1,876	-	13,132	\$ 20,708	(7,576)
Depreciation	6,103	8,335	-	14,438	\$ 14,583	(145)
Other expenses	440	-	-	440	\$ 1,875	(1,435)
Debt Service	-	10,039	-	10,039	\$ 11,000	(961)
Student Transportation	750	28,380		29,130	\$ 19,800	9,330
Total expenses	<u>778,729</u>	<u>231,463</u>	<u>96,187</u>	<u>1,106,379</u>	<u>1,042,781</u>	<u>63,598</u>
CHANGE IN NET ASSETS				\$ (136,431)	\$ 57,073	\$ (193,504)
NET ASSETS - Beginning of month				<u>4,361,992</u>		
NET ASSETS - End of month				<u>\$ 4,225,561</u>		

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**FRENCH AND MONTESSORI EDUCATION INCORPORATED
D/B/A AUDUBON CHARTER SCHOOL
MANAGEMENT DISCUSSION AND ANALYSIS
November 30, 2019**

1. MFP REVENUES

The total 2% administrative fee, charged by the OPSB for its supervisory role in being the school's granting authority, retained by OPSB for fiscal year 2019-20, is \$86,677.70 through November 30, 2019 and is recorded within Purchased Services on the Statement of Activities and Change in Fund Balance.

2. PUBLIC GRANTS & PROGRAM FUNDING

	<u>Month</u>	<u>Year to Date</u>	<u>Annual Budget</u>	<u>% ACHIEVED</u>
NCLB - Title I	\$ 72,625	72,625		
Title II - Improving Teacher Quality		-		
IDEA-B	37,687	37,687		
LA 4	(23,907)	26,106		
EEF		-		
CODOFIL Stipends		-		
2018-19 F.A.T. Salary	33,250	196,250		
New School for Nola		-		
Federal Lunch Program	21,803	69,304		
Literacy Grant		-		
Total Public Grants and Program Funding	<u>\$ 141,458</u>	<u>\$ 401,972</u>	<u>\$ 1,851,826</u>	<u>22%</u>

3. PRIVATE GRANTS AND DONATIONS

	<u>Month</u>	<u>Year to Date</u>	<u>Annual Budget</u>	<u>% ACHIEVED</u>
Chinese - Donation In-Kind (Salaries)		-		
LASIP Program		-		
Give Nola		8,482		
Sunship		-		
Schwab Grant		-		
Keller Family		-		
Rosemary Foundation		-		
Annual Giving and Other Donations	2,967	17,168		
Cool Zoo		15,751		
City Park		-		
Kellogg Grant		-		
PTO Mini Grant		-		
Walton Grant		-		
ECMO		-		
FAME BOARD		-		
GNOF		-		
Fais Do-Do		385		
Misc Donations	1,553	2,709		
Total Private Grants and Donations	<u>\$ 4,519</u>	<u>\$ 44,494</u>	<u>\$ 1,513,367</u>	<u>3%</u>

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**FRENCH AND MONTESSORI EDUCATION INCORPORATED
D/B/A AUDUBON CHARTER SCHOOL
MANAGEMENT DISCUSSION AND ANALYSIS
November 30, 2019**

4. OTHER INCOME	Month	Year to Date	Annual Budget	% ACHIEVED
Charter Care and Arts Reach	\$ 12,846	\$ 126,437		
Other Student Activity	6,415	19,683		
Consumable Fees	12,035	12,795		
EarthKeepers		-		
Summer Camp		5,156		
Food Service Revenues	592	14,769		
Other Miscellaneous	85	10,688		
Total Other Income	<u>\$ 31,973</u>	<u>\$ 189,528</u>	<u>\$ 550,000</u>	<u>34%</u>

5. INVESTMENTS	Balance at 11/30/2019
CDARS Account:	
Principal	
Accrued Interest	
Subtotal	<u>-</u>
Merrill Lynch Account:	
Cash/Money account	16,026
Government and Agency Securities	491,726
Corporate Bonds	254,746
Blackrock Mutual Fund	193,401
Accrued Interest	4,260
Subtotal	<u>960,160</u>
Total Investments	<u>\$ 960,160</u>

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Coversheet

2020 Board Meeting Dates

Section:	VI. Closing Items
Item:	A. 2020 Board Meeting Dates
Purpose:	Discuss
Submitted by:	
Related Material:	20-21 calendar draft 1.doc

AUDUBON SCHOOLS | 2020-2021 CALENDAR

4 Independence Day

JULY '20						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JANUARY '21						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

18 M.L. King Day

AUGUST '20						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY '21						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

15 Presidents' Day

7 Labor Day

SEPTEMBER '20						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MARCH '21						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

12 Columbus Day
31 Halloween

OCTOBER '20						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL '21						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

02 Good Friday
04 Easter Sunday

11 Veterans Day
26 Thanksgiving Day

NOVEMBER '20						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY '21						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

09 Mother's Day
31 Memorial's Day

25 Christmas Day

DECEMBER '20						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE '21						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

20 Father's Day