



Wesley International Academy

May 2019 Board Meeting

Date and Time

Tuesday May 7, 2019 at 6:00 PM EDT

Location

WIA Media Center

The May 2019 meeting of the WIA Board of Directors will take place on Tuesday, May 7, 2019 beginning at 6:00pm in the WIA Media Center. We hope to see as many stakeholders attend as possible.

Agenda

| | Purpose | Presenter | Time |
|---|--------------------|-----------------------------|----------------|
| I. Opening Items | | | 6:00 PM |
| A. Record Attendance and Guests | | Thomas Ryan- Lawrence | 5 m |
| B. Call the Meeting to Order | | Katie Delp | 1 m |
| C. Agenda Adoption | Vote | Katie Delp | 2 m |
| • Opportunity to make any necessary amendments or modifications to the meeting agenda | | | |
| D. Approve Minutes | Approve Minutes | Katie Delp | 3 m |
| Approve Minutes from April 2019 regularly scheduled meeting | | | |
| Approve minutes for April 2019 Board Meeting on April 9, 2019 | | | |
| II. Executive Director Updates | | | 6:11 PM |
| A. Update on Milestones Testing | FYI | Donica Johnson | 15 m |
| B. Budget Overview | FYI | Lisa Price | 15 m |
| III. Public Comments | | | 6:41 PM |

| | | | |
|---------------------------|---------|-----------------------------|-----|
| A. Public Comments | Discuss | Thomas Ryan- Lawrence | 5 m |
|---------------------------|---------|-----------------------------|-----|

Public comments are encouraged and must remain in accordance with WIA policies and procedures. The board allows any stakeholder an open forum to state their comments during any regularly scheduled or special meeting of the Board of Directors.

- Public comments are limited to 2 minutes per person.
- This is not a question and answer session, but rather an opportunity for stakeholders to share their thoughts and opinions in a respectful manner.
- Those wishing to comment to should sign up in advance of the meeting via https://docs.google.com/forms/d/1F-1HHyOAtNISLHxyfyZ9e_a3DPZZBCX7bubkbqZ9nLY/viewform. **Please note, online sign up will close fifteen minutes before the start of the meeting.**

Those wishing to speak that have not signed up online in advance of the meeting may sign up in person prior to the beginning of the board meeting.

- In the interest of time, all policies and procedures, specifically time limits, will be strictly enforced.

IV. Board Chair Updates 6:46 PM

| | | | |
|--------------------------------|-----|---------------|-----|
| A. Housekeeping Matters | FYI | Katie Delp | 5 m |
|--------------------------------|-----|---------------|-----|

Board Calendar

- Training Reminder: complete all required hours by June 30, 2019
 - Financial Training for existing members session is 30 minutes long (3hr credit)

Board Officer Nominations (2019-2020) - please submit by Friday, May 10, 2019

| | | | |
|--------------------------------|---------|---------------|-----|
| B. Dashboard Highlights | Discuss | Katie Delp | 5 m |
|--------------------------------|---------|---------------|-----|

| | | | |
|---|-----|-----------------------------|---------|
| C. Unified Lottery Information Session | FYI | Thomas Ryan- Lawrence | 20 m |
|---|-----|-----------------------------|---------|

- Held at ANCS on April 18
- Attended by Jason, Lisa, Donica, Mazie Lynn, Thomas, & Tom

V. Academic Excellence 7:16 PM

| | | | |
|----------------------------|-----|---------------|-----|
| A. Committee Report | FYI | Jan Hansen | 5 m |
|----------------------------|-----|---------------|-----|

1. Benchmark Data
2. Frequency of Testing Discussion

PYP Presentation:

<https://my.visme.co/projects/n061rw67-boardaecaipryp>

MYP Presentation:

<https://my.visme.co/projects/y4yr4rqz-mypbenchmark6>

VI. Development 7:21 PM

| | | | |
|----------------------------|-----|---------------|-----|
| A. Committee Report | FYI | Katie Delp | 5 m |
|----------------------------|-----|---------------|-----|

- Upcoming donor event

VII. Finance

7:26 PM

- | | | | |
|--|---------|------------------------|------|
| A. FY 2019 3rd quarter Financial Statements (Unaudited) | FYI | Chip Hill & Lisa Price | 5 m |
| B. FY 2020 Proposed Budget | Discuss | Chip Hill & Lisa Price | 10 m |

VIII. Governance

7:41 PM

- | | | | |
|---------------------------------------|---------|-------------|-----|
| A. Update on Board recruitment | Discuss | Tom Tidwell | 5 m |
|---------------------------------------|---------|-------------|-----|

In the process of scheduling interviews.
Plan to vote on slate at Governance Committee meeting on May 20th and make recommendation to full board at June 4th meeting.

- | | | | |
|--|-----|----------------------|-----|
| B. Clean Up of Committee Meeting Minutes in BOT | FYI | Thomas Ryan-Lawrence | 5 m |
|--|-----|----------------------|-----|

Last month: 16 committee meeting minutes unapproved in BOT.
7 from last fiscal year
9 from this fiscal year

Current: Only 2 overdue committee meeting minutes unapproved in BOT (December 2018 and February 2019 Governance)! Great job!

Need to clean up prior to the next board meeting via committee meeting votes please.

- | | | | |
|--|---------|----------------------|-----|
| C. Board member evaluation of ED via Board on Track | Discuss | Thomas Ryan-Lawrence | 3 m |
|--|---------|----------------------|-----|

IX. Executive Session

7:54 PM

- | | | | |
|-------------------------------------|------|------------|------|
| A. Convene Executive Session | Vote | Katie Delp | 15 m |
|-------------------------------------|------|------------|------|

- Personnel matters
 - Approve recently issued employment contracts

X. Other Business

8:09 PM

- | | | | |
|---|------|------------|------|
| A. Vote to Approve Employment Contracts discussed in Executive Session | Vote | Katie Delp | 10 m |
|---|------|------------|------|

Vote to approve the following employment contracts as discussed in Executive Session:
Anderson, Aisha M.
Butler, Jasmine Ice
Cainion, Virginia W.
Chung, Anthony
Derokey, Khristi N.
Douglas, Yashica
Drumgoole, Olivia R.
Dukes, Melanie A.
Feng, Ming
Finney, Sean J.
Goodman, Rachel
Hammond, Ambree D.
Hammonds, Katrina L.
Harris, Tyteanna L.
Hendricks, Ryann A.
Horton, Cassandra J.
Jackson, Carlyne
Jernigan, Kori A.

- Johnson, Donica
- Jones, Aaron
- Jones, Asha S.
- Kariem, Hassan J.
- Kemp, Yavonda L.
- Lee, Nicole P.
- Lowe, Sonya W.
- Makins, Chelsi C.
- Marcelus, Cassandra S.
- Mason, Donald E.
- McReynolds, Shelia P.
- Mellick, Maegan M.
- Minnifield, Colette N.
- Mitchem, David L.
- Moncur, Tamira A.
- Moraga Davis, Erlene
- Patel, Dharmend (Agreement runs from April 2019 - June 2020)
- Pede, Robin
- Peterson, Emma E.
- Pierce, Shereen
- Pressley, James I.
- Prude, Kristen N.
- Pruss, Philip
- Pullen, Alastair R.
- Ray, Sherika M.
- Reese, Keisha D.
- Rivers, Maqueda C.
- Rowland, Alva B.
- Sanders, Valencia A.
- Satterfield, Deborah D.
- Smith, Ebony R.
- Spann, Samantha D.
- Street, Magdalene M.
- Streeter, Brittany M.
- Sturghill, Shyterria L.
- Swain, Teri D.
- Tomlin, Andrea L.
- Ung, Minh
- Walker, Glynn C.
- Watson, Shanakay A.
- Williams, Jerry L.
- Wyatt, Christia B.
- Wynn, Nicolette T.
- Yoo, Yesong M.

XI. Closing Items

8:19 PM

A. Adjourn Meeting

Vote

Cover Sheet

Approve Minutes

Section: I. Opening Items
Item: D. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for April 2019 Board Meeting on April 9, 2019

DRAFT



Wesley International Academy

Minutes

April 2019 Board Meeting

Date and Time

Tuesday April 9, 2019 at 6:00 PM

Location

WIA Media Center

The April 2019 meeting of the WIA Board of Directors will take place on Tuesday, April 9, 2019 beginning at 6:00pm in the WIA Media Center. We hope to see as many stakeholders attend as possible.

Directors Present

C. Hill, D. Holloman, J. Hansen, J. Wright, M. Causey, S. Burnes (remote), T. Ryan-Lawrence, T. Tidwell

Directors Absent

K. Delp

Directors Arrived Late

S. Burnes

Ex-Officio Members Present

J. Marshall

Non Voting Members Present

J. Marshall

Guests Present

A. Pullen, D. Mason, D. Satterfield, L. Price

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

M. Causey called a meeting of the board of directors of Wesley International Academy to order on Tuesday Apr 9, 2019 @ 6:05 PM at WIA Media Center.

C. Agenda Adoption

M. Causey made a motion to adopt the agenda as drafter.

J. Hansen seconded the motion.

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

Roll Call

| | |
|------------------|-----------------------------|
| T. Tidwell | Aye |
| C. Hill | Aye |
| S. Burnes | Absent |
| D. Holloman | Aye |
| J. Wright | Aye |
| M. Causey | Aye |
| T. Ryan-Lawrence | Aye |
| K. Delp | Absent |
| J. Hansen | Aye |
| S. Burnes | arrived late. |
| Suzanne | participating by telephone. |

D. Approve Minutes

T. Tidwell made a motion to approve minutes from the March 2019 Board Meeting on 03-05-19.

C. Hill seconded the motion.

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

Roll Call

| | |
|------------------|--------|
| J. Hansen | Aye |
| K. Delp | Absent |
| T. Tidwell | Aye |
| S. Burnes | Absent |
| M. Causey | Aye |
| J. Wright | Aye |
| T. Ryan-Lawrence | Aye |
| D. Holloman | Aye |
| C. Hill | Aye |

II. Executive Director Updates

A. Benchmark Data

Testing starts May 1st and runs through the 16th. After that, moving toward the 24th, last day of school and graduation, awards days and ceremonies.

Graduation on May 24th at 10:00am at Atlanta Metropolitan State College. Plenty of parking and seating at the venue.

Benchmark Data - Dr. Pullen

Reviewed benchmark data included in the dashboard.

Benchmarks are not cumulative for PYP; the content is different each time benchmarks are taken. They are cumulative in MYP.

Watching trends in 4th and 6th grades in particular. Have been focusing on instructional goals to close those gaps.

In PYP, implementing small group instruction and providing additional resources to the teachers in small group.

Discipline:

Still working on the best way to capture this data. Reviewed discipline referrals by month and number of students referred for discipline by month. In MYP, we've had 1 teacher make 18 referrals this semester. While FRL students are being referred at a disproportionate rate, they are being suspended less. Demographics for referrals are also not balanced to properly represent the student body. Want to start putting more focus on suspension, as the teachers have been taught "when in doubt, refer." Need to look at the outcome of the referral.

B. Budget Revision

Don't need to draw down cash reserves to fund 1 time expenses. Revenue slightly up from projections. All in all, a very good place to be. YE Cash reserve estimate at \$2.1M

T. Ryan-Lawrence made a motion to adopt the revised budget as presented.

T. Tidwell seconded the motion.

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

Roll Call

| | |
|------------------|--------|
| J. Hansen | Aye |
| M. Causey | Aye |
| K. Delp | Absent |
| D. Holloman | Aye |
| T. Ryan-Lawrence | Aye |
| C. Hill | Aye |
| J. Wright | Aye |
| S. Burnes | Aye |
| T. Tidwell | Aye |

III. Public Comments

A. Public Comments

None.

IV. Board Chair Updates

A. Housekeeping Matters

Must complete required training hours by June 30th. Most are one hour short; please complete a webinar prior to the deadline. Webinar information was sent our previously by email.

Summer team building - still something to discuss; nothing planned yet.

Mazie Lynn will be out next month; Katie will run the meeting.

Board Recruitment - Darryl will not be continuing on with us next year. Update on vacancies: In order to fill our 11 seats, we have 3 vacancies. 2 are 1 year terms and 1 is a 2 year term. Areas of need include: Professional Education, Facilities, Fundraising, and Organizational Leadership skill sets. Timeline - recommendation from governance will come in June and be voted on. June is our annual meeting. Further update to come in governance update.

Matt Underwood has invited board members and school leaders to a conversation about the unified lottery. There is an RSVP requirement. It's April 18th 6:30 to 8:00.

B. Dashboard Highlights

Highlights not covered during ED update:

At 56% board giving for this fiscal year
Just over \$65K pledged for this year and have realized over \$55K of that
Retention has been stable the last couple of months. 91.5% of teachers and paras for the year. At 89.8% of all staff overall.

V. Academic Excellence

A. Committee Report

Talked about SPED numbers, what's happening in the school and how SPED is being addressed.

The rest was covered in the ED Update.

VI. Development

A. Committee Report

Upcoming donor event - One of WIA's founding board members recently came with a visit that went very well. They offered a fundraising opportunity they wanted to host to bring awareness of WIA to the broader community. Tour of the home is tomorrow; have been building a guest list with the hopes of inviting 50 people. The event is May 16th.

VII. Finance

A. Committee Report

Already voted on amended budget for current fiscal year.

Next finance committee meeting will be working on next year's fiscal budget.

May Board Meeting - 1st public meeting

June Board Meeting - 2nd public meeting then vote to adopt by the board

VIII. Governance

A. Board recruitment

We have 3 openings. Interviewed Ewa Cater. Have 3 parent candidates. Running close to the limit on parents on the board. Have another candidate lead through the United Way; Darryl has also given a recommendation. Working to run the interviews prior to May governance committee so that in the governance May meeting, we can approve the slate to present to the board in June for a vote.

B. Lottery update

Jared came to the last governance meeting. Weighted lottery was very successful. He will come back in November, after the October FTE, to plan for the next lottery. In the spring, the lottery will be adjusted prior to the draw.

SY 20-21 Schedule

January 1 - February 14 -- Application period.

We will approve ratio at March meeting on March 3rd. Lottery drawn on March 5th.

C. Clean Up of Committee Meeting Minutes in BOT

Thomas will add to agenda for votes this month.

IX. Executive Session

A. Convene Executive Session

T. Ryan-Lawrence made a motion to enter executive sessions.

J. Hansen seconded the motion.

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

Roll Call

| | |
|------------------|--------|
| T. Ryan-Lawrence | Aye |
| J. Wright | Aye |
| J. Hansen | Aye |
| C. Hill | Aye |
| S. Burnes | Aye |
| M. Causey | Aye |
| K. Delp | Absent |
| D. Holloman | Aye |
| T. Tidwell | Aye |

1. Contracts have been issued to those that the administration is inviting to return. They have until April 15th to send the contracts back.

FY 2019-2020 Contracts approved by the board:

Richard Pacone
Christine Jordan
Sarah Parmer
Anthony Barlett
Alexa Crosby
Sunita Gunpal
Lisa Price
Rodriguez Bailey
Tracy Trammell
Mishala Pennyamon
Runfan Zhang
Jatoyia Armour
Leslie Lincoln
Amy McLemore
Carolyn Griffin
Delisiwe Floyd
Crystal Nunn
Discussed ED Formative evaluation update

X. Other Business

A. Vote to approve contracts discussed in executive session

1. Contracts have been issued to those that the administration is inviting to return. They have until April 15th to send the contracts back.

FY 2019-2020 Contracts approved by the board:

Richard Pacone
Christine Jordan
Sarah Parmer
Anthony Barlett
Alexa Crosby

Sunita Gunpal
Lisa Price
Rodriguez Bailey
Tracy Trammell
Mishala Pennyamon
Runfan Zhang
Jatoyia Armour
Leslie Lincoln
Amy McLemore
Carolyn Griffin
Delisiwe Floyd
Crystal Nunn

J. Hansen made a motion to approve contracts discussed in executive session.
C. Hill seconded the motion.

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

Roll Call

| | |
|------------------|--------|
| T. Tidwell | Aye |
| J. Hansen | Aye |
| D. Holloman | Aye |
| K. Delp | Absent |
| S. Burnes | Aye |
| J. Wright | Aye |
| T. Ryan-Lawrence | Aye |
| C. Hill | Aye |
| M. Causey | Aye |

XI. Closing Items

A. Adjourn Meeting

T. Ryan-Lawrence made a motion to adjourn the meeting.
T. Tidwell seconded the motion.

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

Roll Call

| | |
|------------------|--------|
| D. Holloman | Aye |
| J. Wright | Aye |
| S. Burnes | Aye |
| T. Tidwell | Aye |
| J. Hansen | Aye |
| C. Hill | Aye |
| M. Causey | Aye |
| T. Ryan-Lawrence | Aye |
| K. Delp | Absent |

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:01 PM.

Respectfully Submitted,
T. Ryan-Lawrence

Cover Sheet

Dashboard Highlights

Section: IV. Board Chair Updates
Item: B. Dashboard Highlights
Purpose: Discuss
Submitted by:
Related Material: 2019.05.07_WIA Dashboard.pdf

**Wesley International Academy Board of Directors
Governance Dashboard (FY19 – as of May 6, 2019)**

Mission: to develop in students the discipline of learning & a life-long desire for knowledge through a world class IB education.

Vision: to develop students who are global citizens and are academically competitive by international standards of excellence

HISTORICAL CCRPI

| Year | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018* |
|--------------------|------------|------------|------------|------------|------------|-----------|-------------------|
| Score | 70.4 | 70.4 | 71.2 | 70.6 | 68.5 | 65.7 | 84.9 |
| Beat the Odds | No | No | No | No | No | No | YES |
| Beat State (Score) | Yes (69.7) | No (72.7) | Yes (70.0) | Yes (70.3) | No (70.8) | No (72.5) | Yes (76.6) |
| Beat APS (Score) | Yes (58.1) | Yes (63.4) | Yes (63.5) | Yes (64.3) | Yes (64.5) | No (66.9) | Yes (73.4) |

*CCRPI calculation modified in 2018 as compared to prior years

CHARTER GOALS & MEASURES

Academic Goals (contract, para. 8, sec. a.)

Goal 1: Beat the Odds - **YES**

Status: **GOAL MET** for FY18 reported out in Fall Semester 2018

Goal 2: CCRPI Proficiency (best both State and District) - **YES**

Status: **GOAL MET** for FY18 testing reported in October of FY19

Organizational Goals

Goal 1: Economic Sustainability

Measure 1: Fiscally sound per external audit submitted to GaDOE by November 1, 2018

Status: **GOAL MET**

Measure 2: Effective resource allocation in both actual & proposed budgets

Status: TBD at year end

Measure 3: Maintenance of adequate cash reserves

Status: TBD at year end

Measure 4: Meet GAGAS per audit

Status: **GOAL MET**

Measure 5: Meet all financial reporting deadlines to GaDOE and District

Status: TBD at year end

Goal 2: Board members complete required training (O.C.G.A § 20-2-2072 and SBOE Rule 160-4-9-.06)

Measure 1: Completed required training hours and adopt a code of ethics and conflict of interest policy

Status: TBD at year end

Goal 3: Promote positive school experience (Climate)

Measure 1: Students absent 6d or more must be less than 10% & shall improve by 2 pts annually until students absent 6d or more is under 5%

Status: TBD per Governor's Office of Student Achievement Report Card

Measure 2: 90% parents at least "satisfied" with overall quality of education via annual survey; response rate of at least 85%

Status: TBD

Measure 3: 90% teachers at least "satisfied" with overall quality of employment via annual survey; response rate of at least 85%

Status: TBD

Measure: 4-star or higher on the [GaDOE's School Climate Star Ratings annual report](#) – **2 Stars for FY18 reported out in Fall 2018**

Status: **Not Met** (single [elementary school code](#) makes achieving this metric quite difficult)

Annual Report (contract, para. 10) – Requirements Completed

Due: November 1, 2018

Submitted: On Time

Made available to the community: December 4, 2018

Financial Sustainability (Quarterly: lagging – August, November, February, & May)

1. **Budget v. Actual Spending**
2. **Cash-on-Hand Status:** Number of operating days in bank
3. **Board Giving:** 67% (6/9) of board have given in FY19 as of April 30, 2019 – **Need 100%**

Wesley International Academy Board of Directors Governance Dashboard (FY19 – as of May 6, 2019)

Executive Director Evaluation Committee Reports: July, November, & April of each year in Executive Session

- To include staff retention status: resignations, terminations, and professional development plans
- To include status of personal goals embedded in employment contract
 - **Growth**
 - Goal: Teacher retention of 80% between FY19 and FY20 [as of June 30, 2019]
 - Stretch: Teacher retention of 85% between FY19 and FY20 [as of June 30, 2019]
 - **Status [05/07/2019]:** Current retention (teachers & paras) → 91.5%
 - Total employees as of July 1, 2018: 108 (11) → 89.8%
 - Total paraprofessionals: 12 (2) → 83.3%
 - Total teachers: 70 (5) → 92.9%
 - Total other: 26 (4) → 84.6%
 - **Financial**
 - Goal: Fundraising realized during FY19 of at least \$75,000
 - Stretch: Fundraising realized during FY19 of at least \$100,000
 - **Status [4/30/2019]:** \$66,419.47 pledged for FY19 / \$58,819.47 realized
 - **Academic**
 - Goal: Increase test scores by 3 points per grade per subject over FY17 on the FY18 College and Career Ready Performance Index (CCRPI)
 - Stretch: Increase test scores by 3 points per grade per subject over FY17 on the FY18 CCRPI [anticipated release of FY18 scores is October 2018]
 - **Status [11/6/2018]: STRETCH GOAL MET**
 - **Climate**
 - Goal: Reduce referrals for discipline and suspension in FY19 by 25% as compared to FY18 and provide training for the Dean of Student Services, Dana Roberts, in restorative practices by the end of FY19.
 - Stretch: Reduce referrals for discipline & suspension in FY19 by 35% compared to FY18
 - **Status: TRAINING COMPLETED** See charts below

**Wesley International Academy Board of Directors
Governance Dashboard (FY19 – as of May 6, 2019)
2018 –19 Consolidated Committee Goals**

Academic Excellence Committee

1. Executive Director will retain high performing teachers: at least 80% of those who score a 3 or higher on the TKES assessment instrument
Status: to be ultimately measured as of June 30, 2019 [aligns with ED's FY19 goals]
2. 70% of individual students will meet or exceed projected growth goals as measured on MAP assessments from Fall 2018 to Fall 2019 in reading
Status: to be measured Fall 2019
3. 70% of individual students will meet or exceed projected growth goals as measured on MAP assessments from Fall 2018 to Fall 2019 in math
Status: to be measured Fall 2019
4. 3% increase in achievement school wide as measured by Milestones results
Status: Exceeded [aligns with ED's FY19 goals] (10/29/2018)
5. Improve school climate by decreasing discipline referrals and suspensions by training and supporting teachers using current discipline strategies
Status: to be measured May 31, 2019 for FY19

Development Committee

1. Raise \$75,000 (stretch goal \$100k)
Status: to be measured monthly via Development Committee report
2. Leverage China Week to engage corporate and community sponsors
Status: to be measured upon execution of China Week
3. Sell school merchandise for a profit
Status: to be measured quarterly via Development Committee report

Finance Committee

1. Complete audit of FY 2018 financial statements and respond to any actionable items as appropriate
Status: Completed and reported to the board November 6, 2018
2. Develop a balanced budget for FY 2020.
Status: to be completed by [redacted] (need date from Chip)
3. Finalize financial policies for review and approval by Board at Feb 2019 meeting
Status: to be measured subsequent to February 2019 meeting
4. Work with school leadership in the realm of HR structure, staffing needs and responsibilities
Status: represents the nexus between staffing decisions and budget development; need a bit more clarity around what the deliverable is here in order to measure;
5. Better collaboration with Development Committee regarding maximizing the utility of Red Thread funds
Status: to be measured at year-end with input from Development Chair, Katie Delp

Governance Committee

1. Update WIA Policy Documents
Status: to be completed & presented to the board for ratification by June 30, 2019
2. Update WIA Board Bylaws
Status: to be completed & presented to the board for ratification by December 30, 2018
3. Formalize the board recruitment and on-boarding processes
Status: to be completed by [redacted] and utilized for the FY19 recruitment cycle
4. Ensure creation of measurable goals for the board as a whole
Status: to be assessed subsequent to the October board meeting where goals are presented

| ELA: 2018-19 Benchmarks - Average Score | | | | | | |
|--|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 77 | 69 | 79 | 82 | 78 |
| 1st | Diagnostic | 54 | 79 | 84 | 84 | 89 |
| 2nd | Diagnostic | 76 | 91 | 76 | 71 | 66 |
| 3rd | Diagnostic | 76 | 75 | 77 | 70 | 78 |
| 4th | Diagnostic | 52 | 59 | 65 | 69 | 74 |
| 5th | Diagnostic | 67 | 62 | 70 | 70 | 62 |
| 6th | 40 | 58 | 62 | 57 | 53 | 51 |
| 7th | 61 | 59 | 72 | 70 | 75 | 60 |
| 8th | 57 | 57 | 57 | 59 | 61 | 55 |

| Math: 2018-19 Benchmarks - Average Score | | | | | | |
|---|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 87 | 85 | 88 | 86 | 87 |
| 1st | Diagnostic | 68 | 80 | 73 | 73 | 55 |
| 2nd | Diagnostic | 52 | 61 | 51 | 54 | 64 |
| 3rd | Diagnostic | 77 | 65 | 58 | 61 | 56 |
| 4th | Diagnostic | 62 | 55 | 62 | 67 | 65 |
| 5th | Diagnostic | 56 | 57 | 51 | 57 | 49 |
| 6th | 64 | 63 | 69 | 68 | 63 | 50 |
| 7th | 45 | 57 | 68 | 58 | 55 | 43 |
| 8th | 32 | 36 | 32 | 40 | 41 | 50 |

| Science: 2018-19 Benchmarks - Average Score | | | | | | |
|--|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 76 | 78 | 79 | 82 | 83 |
| 1st | Diagnostic | 93 | 83 | 78 | 76 | 75 |
| 2nd | Diagnostic | 67 | 68 | 69 | 70 | 70 |
| 3rd | Diagnostic | 62 | 62 | 59 | 64 | 64 |
| 4th | Diagnostic | 47 | 56 | 58 | 58 | 60 |
| 5th | Diagnostic | 78 | 73 | 69 | 65 | 63 |
| 6th | 82 | 72 | 73 | 73 | 81 | |
| 7th | 80 | 84 | 72 | 66 | 69 | 56 |
| 8th | 55 | 53 | 64 | 50 | 53 | 33 |

| Social Studies: 2018-19 Benchmarks - Average Score | | | | | | |
|---|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 79 | 87 | 72 | 67 | 77 |
| 1st | Diagnostic | 87 | 89 | 87 | 86 | 79 |
| 2nd | Diagnostic | 79 | 75 | 78 | 68 | 74 |
| 3rd | Diagnostic | 57 | 51 | 41 | 58 | 62 |
| 4th | Diagnostic | 52 | 53 | 44 | 53 | 57 |
| 5th | Diagnostic | 54 | 64 | 66 | 65 | 66 |
| 6th | 42 | 55 | 67 | 62 | 64 | 64 |
| 7th | 43 | 56 | 48 | 73 | 68 | 75 |
| 8th | 77 | 74 | 79 | 81 | 75 | 76 |

| ELA: 2018-19 Benchmarks - Percent Proficient | | | | | | |
|---|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 76 | 64 | 85 | 81 | 72 |
| 1st | Diagnostic | 23 | 73 | 66 | 78 | 86 |
| 2nd | Diagnostic | 72 | 99 | 72 | 62 | 49 |
| 3rd | Diagnostic | 68 | 69 | 71 | 54 | 78 |
| 4th | Diagnostic | 17 | 34 | 46 | 53 | 68 |
| 5th | Diagnostic | 53 | 43 | 58 | 57 | 42 |
| 6th | 7 | 40 | 33 | 24 | 27 | 15 |
| 7th | 23 | 36 | 63 | 65 | 64 | 48 |
| 8th | 17 | 31 | 25 | 27 | 38 | 12 |

| Math: 2018-19 Benchmarks - Percent Proficient | | | | | | |
|--|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 83 | 88 | 88 | 91 | 76 |
| 1st | Diagnostic | 47 | 80 | 80 | 60 | 34 |
| 2nd | Diagnostic | 24 | 34 | 32 | 32 | 37 |
| 3rd | Diagnostic | 75 | 55 | 35 | 36 | 28 |
| 4th | Diagnostic | 45 | 39 | 40 | 58 | 38 |
| 5th | Diagnostic | 35 | 38 | 40 | 37 | 25 |
| 6th | 46 | 45 | 49 | 52 | 42 | 41 |
| 7th | 12 | 29 | 44 | 48 | 56 | 25 |
| 8th | 3 | 12 | 14 | 2 | 0 | 3 |

| Science: 2018-19 Benchmarks - Percent Proficient | | | | | | |
|---|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 62 | 77 | 80 | 84 | 63 |
| 1st | Diagnostic | 92 | 78 | 77 | 72 | 69 |
| 2nd | Diagnostic | 59 | 58 | 55 | 48 | 51 |
| 3rd | Diagnostic | 36 | 35 | 33 | 39 | 39 |
| 4th | Diagnostic | 10 | 24 | 24 | 26 | 30 |
| 5th | Diagnostic | 72 | 64 | 52 | 47 | 40 |
| 6th | 67 | 66 | 62 | 75 | 81 | |
| 7th | 83 | 89 | 64 | 61 | 56 | 26 |
| 8th | 21 | 10 | 44 | 45 | 19 | 0 |

| Social Studies: 2018-19 Benchmarks - Percent Proficient | | | | | | |
|--|------------|-----------|-----------|-----------|-----------|-----------|
| Grade | B1 | B2 | B3 | B4 | B5 | B6 |
| K | Diagnostic | 82 | 88 | 60 | 54 | 68 |
| 1st | Diagnostic | 90 | 96 | 91 | 81 | 69 |
| 2nd | Diagnostic | 74 | 68 | 74 | 56 | 68 |
| 3rd | Diagnostic | 31 | 14 | 39 | 27 | 58 |
| 4th | Diagnostic | 10 | 9 | 44 | 13 | 26 |
| 5th | Diagnostic | 22 | 41 | 66 | 43 | 43 |
| 6th | 10 | 23 | 57 | 40 | 49 | 46 |
| 7th | 16 | 16 | 12 | 63 | 58 | 71 |
| 8th | 70 | 63 | 73 | 73 | 71 | 71 |

MAP Assessment: Percentage Meeting Growth Goal: Math

| Grade | Fall | | | Winter | | | Spring | | |
|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------------------|
| | 2016-2017 | 2017-2018 | 2018-2019 | 2016-2017 | 2017-2018 | 2018-2019 | 2016-2017 | 2017-2018 | 2018-2019 |
| K | N/A | N/A | N/A | 51 | 71 | 49 | 75 | 83 | June Dashboard |
| 1st | 55 | 66 | 85 | 42 | 48 | 39 | 63 | 69 | June Dashboard |
| 2nd | 30 | 65 | 88 | 51 | 54 | 52 | 51 | 52 | June Dashboard |
| 3rd | 35 | 71 | 32 | 53 | 52 | 39 | 64 | 74 | June Dashboard |
| 4th | 57 | 64 | 70 | 26 | 35 | 38 | 77 | 77 | June Dashboard |
| 5th | 31 | 67 | 62 | 35 | 45 | 41 | 69 | 74 | June Dashboard |
| 6th | 39 | 42 | 44 | 43 | 62 | 44 | 61 | 65 | June Dashboard |
| 7th | 64 | 56 | 56 | 46 | 49 | 48 | 50 | 61 | June Dashboard |
| 8th | 42 | 57 | 66 | 47 | 67 | 48 | 63 | 50 | June Dashboard |

MAP Assessment: Percentage Meeting Growth Goal: Reading

| Grade | Fall | | | Winter | | | Spring | | |
|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------------------|
| | 2016-2017 | 2017-2018 | 2018-2019 | 2016-2017 | 2017-2018 | 2018-2019 | 2016-2017 | 2017-2018 | 2018-2019 |
| K | N/A | N/A | N/A | 32 | 78 | 55 | 64 | 78 | June Dashboard |
| 1st | 63 | 46 | 88 | 36 | 43 | 45 | 65 | 71 | June Dashboard |
| 2nd | 54 | 60 | 83 | 46 | 37 | 44 | 56 | 62 | June Dashboard |
| 3rd | 37 | 41 | 35 | 43 | 45 | 47 | 50 | 74 | June Dashboard |
| 4th | 63 | 54 | 72 | 37 | 25 | 43 | 62 | 71 | June Dashboard |
| 5th | 32 | 55 | 32 | 44 | 48 | 57 | 54 | 60 | June Dashboard |
| 6th | 55 | 48 | 44 | 45 | 65 | 47 | 44 | 36 | June Dashboard |
| 7th | 66 | 54 | 40 | 37 | 47 | 63 | 57 | 46 | June Dashboard |
| 8th | 63 | 47 | 51 | 62 | 56 | 61 | 44 | 53 | June Dashboard |

| Discipline Referrals by Month | | | | | | | | | | | |
|-------------------------------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| Academy | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Total |
| PYP | 8 | 38 | 24 | 28 | 14 | 24 | 20 | 18 | 41 | | 215 |
| MYP | 5 | 24 | 30 | 33 | 21 | 28 | 39 | 39 | 19 | | 238 |

| # of Students Referred for Discipline by Month | | | | | | | | | | | |
|--|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| Academy | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Total |
| PYP | 8 | 25 | 12 | 23 | 12 | 17 | 16 | 14 | 27 | | 154 |
| MYP | 5 | 16 | 27 | 20 | 15 | 17 | 28 | 22 | 15 | | 165 |

| Number of Students with Multiple Referrals-Semester 1 | | | | |
|---|----|---|---|----|
| Academy | 2 | 3 | 4 | 5+ |
| PYP | 11 | 6 | 6 | 2 |
| MYP | 8 | 3 | 0 | 1 |

| Number of Students with Multiple Referrals-Semester 2 | | | | |
|---|----|---|---|----|
| Academy | 2 | 3 | 4 | 5+ |
| PYP | 8 | 5 | 1 | 4 |
| MYP | 12 | 4 | 4 | 5 |

| Discipline Referrals by Content Area-Semester 1 | | | | |
|---|---------------|---------|-------------|-------|
| Academy | Core Subjects | Chinese | Connections | Total |
| PYP | 78 | 42 | 20 | 140 |
| MYP | 54 | 14 | 17 | 85 |

| Discipline Referrals by Content Area-Semester 2 | | | | |
|---|---------------|---------|-------------|-------|
| Academy | Core Subjects | Chinese | Connections | Total |
| PYP | 83 | 9 | 11 | 103 |
| MYP | 79 | 24 | 22 | 125 |

| Discipline Referrals - Demographic Breakdown | | | | | | | | |
|--|----------|-----|-----|-----|-----|-----|-------|---------|
| | Semester | Jan | Feb | Mar | Apr | May | Total | Percent |
| FRL | 133 | 28 | 33 | 26 | 40 | | 260 | 57% |
| Not FRL | 92 | 24 | 26 | 31 | 20 | | 193 | 43% |

| | Semester | Jan | Feb | Mar | Apr | May | Total | Percent |
|-------|----------|-----|-----|-----|-----|-----|-------|---------|
| Black | 199 | 48 | 52 | 47 | 53 | | 399 | 88% |
| White | 3 | 1 | 2 | 3 | 5 | | 14 | 3% |
| Other | 23 | 3 | 5 | 7 | 2 | | 40 | 9% |

| | Semester | Jan | Feb | Mar | Apr | May | Total | Percent |
|--------|----------|-----|-----|-----|-----|-----|-------|---------|
| Female | 75 | 16 | 23 | 19 | 31 | | 164 | 36% |
| Male | 150 | 36 | 36 | 38 | 29 | | 289 | 64% |

| Suspensions by Month | | | | | | | | | | | |
|-----------------------------|------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Academy | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Total |
| PYP | 0 | 1 | 1 | 2 | 0 | 0 | 2 | 0 | | | 6 |
| MYP | 3 | 2 | 2 | 5 | 4 | 6 | 4 | 5 | | | 31 |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|----------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| FRL | 14 | 5 | 2 | 1 | 5 | | 27 | 52% |
| Not FRL | 6 | 1 | 4 | 4 | 10 | | 25 | 48% |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|--------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| Black | 17 | 6 | 6 | 3 | 13 | | 45 | 87% |
| White | 0 | 0 | 0 | 0 | 2 | | 2 | 4% |
| Other | 3 | 0 | 0 | 2 | 0 | | 5 | 10% |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|---------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| Female | 7 | 2 | 1 | 2 | 7 | | 19 | 37% |
| Male | 13 | 4 | 5 | 3 | 8 | | 33 | 63% |

| Alternative to Suspension/SEL | | | | | | | | | | | |
|--------------------------------------|------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Academy | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Total |
| PYP | 11 | 26 | 11 | 2 | 2 | 3 | 5 | 6 | 12 | | 78 |
| MYP | 1 | 13 | 18 | 11 | 8 | 14 | 5 | 11 | 6 | | 87 |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|----------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| FRL | 65 | 10 | 6 | 10 | 12 | | 103 | 62% |
| Not FRL | 38 | 7 | 4 | 7 | 6 | | 62 | 38% |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|--------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| Black | 93 | 17 | 7 | 14 | 16 | | 147 | 89% |
| White | 2 | 0 | 0 | 0 | 0 | | 2 | 1% |
| Other | 8 | 0 | 3 | 3 | 2 | | 16 | 10% |

| | Semester 1 | Jan | Feb | Mar | Apr | May | Total | Percent |
|---------------|-------------------|------------|------------|------------|------------|------------|--------------|----------------|
| Female | 20 | 5 | 6 | 7 | 7 | | 45 | 27% |
| Male | 83 | 12 | 4 | 10 | 11 | | 120 | 73% |

Cover Sheet

Unified Lottery Information Session

Section: IV. Board Chair Updates
Item: C. Unified Lottery Information Session
Purpose: FYI
Submitted by:
Related Material:
Unified Enrollment overview for charter school board members.pdf

Increasing Equity, Transparency, & Efficiency in the APS Charter School Enrollment Process

*An Overview for APS Charter School Board
Members*

April 18, 2019

Agenda

- Introductions and purpose of session
- Why are we tackling this project?
- Unified enrollment nationally
- Unified enrollment among APS charters
- Implementation process and timeline
- Discussion

Introductions



APS Office of Innovation

Matt Underwood, Executive Director

Nikki Goodson, Project Manager

- Implement the start-up and renewal petition process in alignment with State laws, rules and Board policy.
- Manage and provide support for TKES/LKES Charter and Partner Schools.

Dihanne Hayes, Program Manager

- Provide operational support for systems, services and facility management needs of schools.
- Manage the Buy Back Services Program.

Nicklaus Khan, Special Education Coordinator

- Monitor Charter Schools adherence to District, State, and Federal compliance as it relates to special education.
- Provide guidance on issues, concerns, with IEP development and implementation.

Kathleen Lu, Accountant

- Calculate Charter and Partner Schools allocation of funds.
- Monitor grants awarded to Charter Schools, Buy Back Service invoice and payments.

Corliss L. Melvin, School Business Analyst

- Interface with schools to provide improved business & reporting processes.
- Troubleshoot issues with District applications.

Nnenna Ogbu, Performance Data Manager

- Facilitate internal/external reporting of accountability data.
- Manage the unified enrollment project across Charter Schools.

Joshua Arnold, Project Facilitator

- Support the development of processes and procedures for effective office management.
- Serve as department liaison for parent complaints/inquiries.

Brian Eschbacher

- Brian coaching APS on this project through support from Dell Foundation
- Worked as consultant for Deloitte for several years prior to joining Denver Public Schools (DPS) in 2012
- Served in several roles at DPS, ultimately as Executive Director of Planning & Choice
- Responsible for managing the expansion of the fastest-growing urban district in the country by forecasting future capacity needs, interfacing with city leaders and developers to allocate resources for new schools
- Oversaw what has been recognized as the leading enrollment system in the country, DPS's SchoolChoice.

Why are we tackling this project?

- APS currently offers a variety of school choice options to families seeking education opportunities outside of their neighborhood school: 18 charter schools which currently serve 18% of the district's 52,000 students.
- Yet the current school choice process is esoteric and school-centric.
- For families, the process does little to help parents gather information about charter school options, nor does it reduce procedural barriers for families hoping to apply to multiple charter schools.
- For charter schools and the Office of Innovation, the entire process can be improved to allow for better communications, data verification and integration, seat assignment and enrollment, and overall data quality between schools and the district.

Why are we tackling this project?

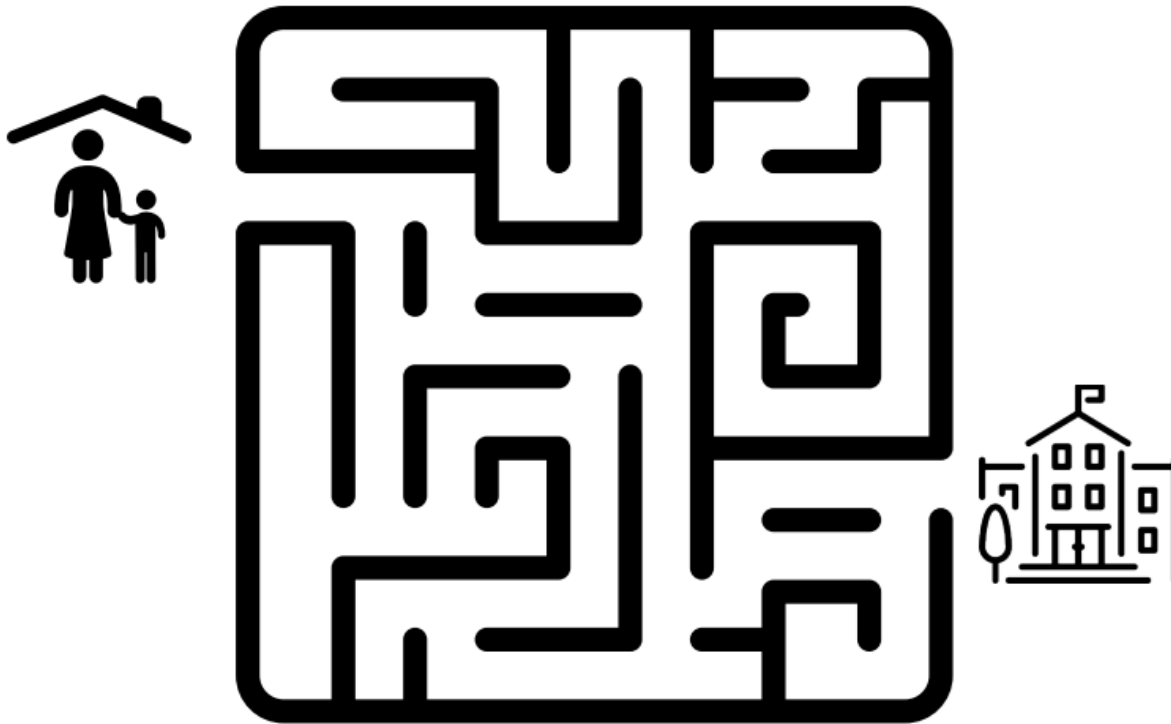
- To address these challenges, the Office of Innovation is:
 - building a **centralized marketing and finder tool** for all 18 of the district's charter schools
 - **piloting a common application and lottery process** among a voluntary set of the district's charter schools with the hope of eventually having all of the district's charter schools sign on to this unified enrollment process.
- The anticipated benefits of this project include:
 - **Equity:** Increased equity of access to educational options for APS families to help make informed school choices
 - **Transparency:** Clear and understandable school choice system for all involved--families, schools, and district—and better demand data
 - **Efficiency:** A single streamlined system making it easier for families to navigate and reducing schools' administrative burdens and costs associated with the application and lottery process

What is “unified enrollment”?

- What is the goal?
- What are the components?
- How is it being used in other school districts nationally?

Key Question

How does a city provide access to schools to best serve families, schools, and the system at large?



The goal is to make it **Fair** and **Easy**.

Components of Unified Enrollment Solutions



Find

Research schools through online tools, community events, and school visits to learn what is right for them



Apply

Complete one application that covers all schools. Prioritize schools in the order you wish to attend



Match

Students receive one matched school based on school availability and family preference.

Family Engagement / Support

Policies / Processes

Why is Unified Enrollment Important?



Families

- Largest beneficiary
- Makes it easy and fair
- Increases equity between levels of social capital
- Builds awareness of school options and quality
- Reduces confusion over timelines / processes



Schools

- Central supports to inform families about enrollment
- Earlier access to family decisions on attendance
- Defined transfer windows
- Levels the playing field between schools by being a part of the same system (reduced “creaming”)
- Helps mitigate some common criticisms of charter school enrollment from opponents



City / System

- Better data on the types of schools students are seeking
- Better fills high quality seats through information sharing
- Identifies areas of the city that have lower interest and may need improvements
- Key input to student-based budgeting through access to accurate enrollment data

Different Flavors of Enrollment Solutions to Match Local Context

Chicago: 370,000 students



Size



Camden: 16,000 students

Operated by the district in
Denver / Chicago / NoLA



Governance



501c3 in Indy / Camden

Oakland: one lottery for all
traditional schools,
another for all charters



Scope



All district, charter, some
vouchers in NoLA

Different Levels of Implementation to match the Local Context



Awareness of Options

Applications

Assignment

Printed School Info

- Printed school information
- Family resource center to answer questions

Common Application

- Common timelines across sectors
- Common application for all schools

Multiple Assignments

- Common dates
- Multiple seats occupied by the same student
- Individual waitlists

Interactive Online Finders

- Online school finder with quality information
- Formalized community organization partners
- Marketing budget to drive awareness / school expos

Open Access

- Everything above, plus:
- Online applications that are mobile-friendly and in multiple languages
- No auditions or testing required for application

Unified Lottery

- One student to one seat
- Algorithm used to assign students
- Centralized waitlists
- Process for summer and mid-year enrollees

Lighter Touch / Lower Barriers to Implementation

Best Practice / Full Implementation

How might we unify APS charter school enrollment?

- What were initial concerns of schools?
- How have we been working to address them?
- What's the proposed process and timeline moving forward?

This is based on trust

Families must trust



- They have the accurate information and can get support for open questions
- The assignment process is fair
- Schools are not discriminating against them



Schools must trust

- Project timelines will be met
- They have access to data
- Policies will be fair
- They have support and training for new technology



The system must trust

- Schools will share feedback on key decisions and make accommodations
- Schools will engage in training and provide needed information by due dates
- Information shared with families is accurate
- Technology vendors will deliver on their timelines

Honoring School Autonomy in a Unified System

Existing cities have been able to maintain a high level of school autonomy while unifying the enrollment process. These are some areas that the working groups has explored and can explore further:

- Host our own website, printed materials, and school tours
- Control school information like mission, clubs, sports on a school finder
- Maintain school control over class and grade sizes
- Maintain the ways that we prioritize students in the lottery (siblings, staff, etc.)
- Have visibility to the number of students selecting my school by grade
- Have visibility to the names of students who have selected my school
- Determine whether to have waitlists and when to pull students from them

Procurement of vendors

- RFP process is active and members of stakeholder group represented on evaluation team:
 - [School Finder RFP](#) (closes at end of April)
 - [Application Management System RFP](#) (closes at end of April)
 - Lottery RFP (will be live shortly and close mid-May)

Solidifying agreement for 2020 lottery pilot

- Using experience of other districts and feedback from school staff and boards, developing agreement between Office of Innovation and schools electing to participate in common application/lottery pilot for 2020 with agreements focused on:
 - Governance & Decision-Making
 - School Finder & Marketing
 - Application Management System
 - Lottery
 - Registration, Waitlists, & Transfers
 - Audit & Review
 - Financial Commitment
 - Cancellation Clause
- Targeting early June (post-vendor selection) for schools to sign on to pilot

Cross-Sector Working Groups

Based on lessons learned from existing unified enrollment cities that have implemented policies and systems with district and charter schools, we propose two different cross-sector working groups to be established summer 2019:

| | Implementation Group | Advisory Group |
|----------------|---|--|
| Members | Enrollment managers, Operations staff, APS project members, Software vendors (as needed) | Charter Executive Directors, APS Senior Leadership, Software vendors (as needed) |
| Charge | Resolve system configuration, communication and training plans, draft enrollment processes/policies | Discuss and resolve escalated issues, Review draft policies for approval, Receive updates on overall project |
| Cadence | Weekly one-hour phone calls with in-person check-ins | Monthly in-person check-ins and/or phone calls |

Summary Project Timeline

Phase 1: Prepare School Finder (July 2018 through July 2019)

- Step 1: Pre-planning – July & August 2018
- Step 2: Engagement – August 2018 through July 2020
- Step 3: Procurement – March 2019 through May 2019
- Step 4: School Finder Build-Out – June through August 2019
- Step 5: School Finder Launch – August 2019
- Step 6: Communications & Feedback – Summer 2019

Phase 2: Prepare Application/Lottery (July 2019 through June 2020)

- Step 1: Develop and implement communications plan – SY2020
- Step 2: Application/Lottery Build-Out – July 2019 through December 2019
- Step 3: Application Launch – January 2020
- Step 4: Lottery – TBD (Spring 2020)
- Step 5: Waitlist Management – post-lottery, recurring

Discussion

From what you just heard:

- What helps clarify questions that you walked in with?
- What questions or concerns still remain?

Take 2 minutes to yourself.

Then 5 minutes with your neighbors.

Then we'll share out as a group.

Cover Sheet

FY 2019 3rd quarter Financial Statements (Unaudited)

Section: VII. Finance
Item: A. FY 2019 3rd quarter Financial Statements (Unaudited)
Purpose: FYI
Submitted by:
Related Material: 2019 Q3 Financial Report (unaudited).pdf

Quarterly Financial Report

Wesley International Academy

For the period ended March 31, 2018



Prepared by

Lisa C. Price

Prepared on

April 29, 2019



Wesley International Academy

QUARTERLY STATEMENT OF ACTIVITY

July 2018 - March 2019

| | JUL - SEP, 2018 | OCT - DEC, 2018 | JAN - MAR, 2019 | TOTAL |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | |
| 01-4500 Interest income | | 362 | 592 | \$954 |
| Federal Funds | | 9,040 | | \$9,040 |
| Grant Funds | 5,000 | 7,015 | | \$12,015 |
| Other School Funds | 21,584 | 50,605 | 28,709 | \$100,899 |
| Red Thread Fund | 67,781 | | | \$67,781 |
| State/Local Funds | 2,176,876 | 3,327,050 | 3,261,245 | \$8,765,171 |
| Total Revenue | \$2,271,241 | \$3,394,071 | \$3,290,547 | \$8,955,859 |
| GROSS PROFIT | \$2,271,241 | \$3,394,071 | \$3,290,547 | \$8,955,859 |
| Expenditures | | | | |
| 00-0000 Compensation | 1,849,727 | 1,991,383 | 1,933,996 | \$5,775,107 |
| 1000-01 Instruction | 430,286 | 167,606 | 249,348 | \$847,241 |
| 2100-01 Pupil Services | 9,241 | 7,618 | 10,758 | \$27,618 |
| 2300-01 General Administration | 97,695 | 90,226 | 104,467 | \$292,388 |
| 2400-01 School Administration | 52,107 | 30,184 | 42,907 | \$125,198 |
| 2500-01 Support Services - Business | 39,236 | 41,958 | 31,748 | \$112,942 |
| 2600-01 Mtc & Ops of Plant Services | 217,078 | 215,580 | 242,659 | \$675,317 |
| 2700-01 Student Transportation | 6,297 | 9,743 | 8,815 | \$24,855 |
| 3100-01 School Nutrition | 3,699 | 9,014 | 7,184 | \$19,897 |
| 9999 Uncategorized Expenditure | 0 | 0 | 8,892 | \$8,892 |
| Red Thread Program Expenses | 15,692 | 16,674 | 4,217 | \$36,582 |
| Total Expenditures | \$2,721,057 | \$2,579,986 | \$2,644,992 | \$7,946,035 |
| NET OPERATING REVENUE | \$ -449,816 | \$814,085 | \$645,554 | \$1,009,824 |
| NET REVENUE | \$ -449,816 | \$814,085 | \$645,554 | \$1,009,824 |

Note

The third quarter saw increases in Instructional spending associated with Staff Development and its associated Travel and Lodging expenses. We also saw an uptick in maintenance costs as we moved into the winter months.



Wesley International Academy

2019 SUMMARY YTD BVA

July 2018 - March 2019

| | TOTAL | | | |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Revenue | | | | |
| 01-4500 Interest income | 954 | | 954 | |
| Cash Reserve Funds | | 0 | 0 | |
| Federal Funds | 9,040 | | 9,040 | |
| Grant Funds | 12,015 | | 12,015 | |
| Other School Funds | 100,899 | 154,695 | -53,796 | 65.00 % |
| Red Thread Fund | 67,781 | 60,000 | 7,781 | 113.00 % |
| State/Local Funds | 8,765,171 | 8,480,358 | 284,813 | 103.00 % |
| Total Revenue | \$8,955,859 | \$8,695,053 | \$260,806 | 103.00 % |
| GROSS PROFIT | \$8,955,859 | \$8,695,053 | \$260,806 | 103.00 % |
| Expenditures | | | | |
| 00-0000 Compensation | 5,775,107 | 6,160,620 | -385,513 | 94.00 % |
| 1000-01 Instruction | 847,241 | 763,506 | 83,734 | 111.00 % |
| 2100-01 Pupil Services | 27,618 | 45,529 | -17,911 | 61.00 % |
| 2300-01 General Administration | 292,388 | 349,135 | -56,748 | 84.00 % |
| 2400-01 School Administration | 125,198 | 112,943 | 12,255 | 111.00 % |
| 2500-01 Support Services - Business | 112,942 | 60,225 | 52,717 | 188.00 % |
| 2600-01 Mtc & Ops of Plant Services | 675,317 | 671,513 | 3,804 | 101.00 % |
| 2700-01 Student Transportation | 24,855 | 30,825 | -5,970 | 81.00 % |
| 3100-01 School Nutrition | 19,897 | 12,000 | 7,897 | 166.00 % |
| 9999 Uncategorized Expenditure | 8,892 | | 8,892 | |
| Red Thread Program Expenses | 36,582 | 750 | 35,832 | 4,878.00 % |
| Total Expenditures | \$7,946,035 | \$8,207,047 | \$ -261,012 | 97.00 % |
| NET OPERATING REVENUE | \$1,009,824 | \$488,006 | \$521,818 | 207.00 % |
| NET REVENUE | \$1,009,824 | \$488,006 | \$521,818 | 207.00 % |

Note

Revenue Highlights: Higher than expected FTE funding based primarily on higher than expected State QBE funding.

Expense Highlights: Compensation Expenses lower than budget due to deferment with back-filling early resignations and opened positions. General Administrative variance is based on timing of expenses (Insurance). Support Services include unplanned expenses associated with 3rd party business services consultants.



Wesley International Academy

2019 DETAILED YTD BVA

July 2018 - March 2019

| | TOTAL | | | |
|---|--------------------|--------------------|-------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Revenue | | | | |
| 01-4500 Interest income | 954 | | 954 | |
| Cash Reserve Funds | | | | |
| 01-4901 General Funds Released | | 0 | 0 | |
| Total Cash Reserve Funds | | 0 | 0 | |
| Federal Funds | | | | |
| 01-4110 Title I Funding | 9,040 | | 9,040 | |
| Total Federal Funds | 9,040 | | 9,040 | |
| Grant Funds | | | | |
| 01-4000 Grants | 3,864 | | 3,864 | |
| 02-4000 Restricted Grants | 8,151 | | 8,151 | |
| Total Grant Funds | 12,015 | | 12,015 | |
| Other School Funds | | | | |
| 01-4300 General Field Trip Fees | 8,996 | 46,080 | -37,085 | 20.00 % |
| 01-4301 Athletic Fees | 9,674 | 16,875 | -7,201 | 57.00 % |
| 01-4302 Club Fees | 140 | 3,375 | -3,235 | 4.00 % |
| 01-4303 China Trip Fees | 42,750 | 71,250 | -28,500 | 60.00 % |
| 01-4305 School Fundraising Fees | 4,426 | | 4,426 | |
| 01-4310 Cafeteria Food Revenue | 701 | | 701 | |
| 01-4325 Other Revenue | 22,239 | 17,115 | 5,124 | 130.00 % |
| 01-4330 Refunds/Rebates | 9,292 | | 9,292 | |
| 01-9999 Uncategorized Revenue | 1,680 | | 1,680 | |
| 02-4100 Restricted Contributions | 1,000 | | 1,000 | |
| Total Other School Funds | 100,899 | 154,695 | -53,796 | 65.00 % |
| Red Thread Fund | | | | |
| 01-4999 Red Thread Fund Release | 67,781 | 60,000 | 7,781 | 113.00 % |
| Total Red Thread Fund | 67,781 | 60,000 | 7,781 | 113.00 % |
| State/Local Funds | | | | |
| 01-4105 State/Local Revenue FTE | 8,765,171 | 8,480,358 | 284,813 | 103.00 % |
| Total State/Local Funds | 8,765,171 | 8,480,358 | 284,813 | 103.00 % |
| Total Revenue | \$8,955,859 | \$8,695,053 | \$260,806 | 103.00 % |
| GROSS PROFIT | \$8,955,859 | \$8,695,053 | \$260,806 | 103.00 % |
| Expenditures | | | | |
| 00-0000 Compensation | | | | |
| 00-1000 Instruction - Compensation | 3,040,517 | 4,299,087 | -1,258,570 | 71.00 % |
| 5005 Salary Basic | -144,492 | | -144,492 | |
| Total 00-1000 Instruction - Compensation | 2,896,024 | 4,299,087 | -1,403,062 | 67.00 % |
| 00-2100 Pupil Services - Compensation | 168,251 | 376,865 | -208,614 | 45.00 % |
| 5010 Salary Other Basic | -26,524 | | -26,524 | |

| | TOTAL | | | |
|--|------------------|------------------|-----------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Total 00-2100 Pupil Services - Compensation | 141,727 | 376,865 | -235,138 | 38.00 % |
| 00-2210 Improvement of Instruction - Compensation | 180,441 | 337,614 | -157,173 | 53.00 % |
| 00-2300 General Admin - Compensation | 204,568 | 248,305 | -43,737 | 82.00 % |
| 00-2400 School Admin - Compensation | 466,512 | 644,056 | -177,544 | 72.00 % |
| 00-2500 Support Services (Business) - Compensation | 130,119 | 196,491 | -66,372 | 66.00 % |
| 00-2600 Mtc & Ops of Plant Services - Compensation | 47,592 | 58,202 | -10,610 | 82.00 % |
| 00-5100 Payroll Taxes | 306,780 | | 306,780 | |
| 00-5200 Employee Benefits | 594,382 | | 594,382 | |
| 00-5300 Pension Contributions | 806,962 | | 806,962 | |
| Total 00-0000 Compensation | 5,775,107 | 6,160,620 | -385,513 | 94.00 % |
| 1000-01 Instruction | | | | |
| 2213-01 Instructional Staff Training | | | | |
| 5530 Instructional Travel | 51,998 | 18,750 | 33,248 | 277.00 % |
| 5535 Staff Development | 68,952 | 63,750 | 5,203 | 108.00 % |
| Total 2213-01 Instructional Staff Training | 120,950 | 82,500 | 38,450 | 147.00 % |
| 5505 Textbooks/Consumables | 117,236 | 146,400 | -29,164 | 80.00 % |
| 5510 Classroom Supplies | 105,002 | 60,000 | 45,002 | 175.00 % |
| 5515 Technology - Licenses | 152,823 | 118,236 | 34,586 | 129.00 % |
| 5520 Reference Material/Library | 884 | 15,000 | -14,116 | 6.00 % |
| 5525 FFE | 52,346 | 30,000 | 22,346 | 174.00 % |
| 5540 Field Trip Fees | 35,334 | 101,880 | -66,546 | 35.00 % |
| 5545 Student Assessment | 52,948 | 22,500 | 30,448 | 235.00 % |
| 5550 Awards | 17,437 | 12,990 | 4,447 | 134.00 % |
| 5671 Substitute - Contractor/Agency | 143,634 | 106,500 | 37,134 | 135.00 % |
| 5700 Other Contractors | 42,730 | 67,500 | -24,770 | 63.00 % |
| 6100 Fundraising | 5,916 | | 5,916 | |
| Total 1000-01 Instruction | 847,241 | 763,506 | 83,734 | 111.00 % |
| 2100-01 Pupil Services | 260 | | 260 | |
| 5670 Psychologists | | 12,750 | -12,750 | |
| 5685 Consulting | | 3,750 | -3,750 | |
| 6300 Extra Curricular Activities | 2,955 | | 2,955 | |
| 6305 Athletics | 23,777 | 24,379 | -602 | 98.00 % |
| 6315 Clubs | 626 | 4,650 | -4,024 | 13.00 % |
| Total 2100-01 Pupil Services | 27,618 | 45,529 | -17,911 | 61.00 % |
| 2300-01 General Administration | 660 | | 660 | |
| 5810 Audit | 14,500 | 9,225 | 5,275 | 157.00 % |
| 5815 Legal - G&M | 1,986 | 750 | 1,236 | 265.00 % |
| 5820 Insurance | 91,720 | 71,250 | 20,470 | 129.00 % |
| 5825 Food and Beverage - G&M | 491 | 1,125 | -634 | 44.00 % |
| 5830 Supplies | 17 | 1,125 | -1,108 | 2.00 % |
| 5835 Consulting/Training | 8,995 | 11,250 | -2,255 | 80.00 % |
| 5840 Administrative Fees (District) | 174,019 | 254,410 | -80,392 | 68.00 % |
| Total 2300-01 General Administration | 292,388 | 349,135 | -56,748 | 84.00 % |
| 2400-01 School Administration | | | | |
| 5620 Recruiting | 5,272 | 3,750 | 1,522 | 141.00 % |

| | TOTAL | | | |
|--|----------------|----------------|---------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| 5630 Marketing | 3,677 | 7,500 | -3,823 | 49.00 % |
| 5631 Advertising | 2,208 | | 2,208 | |
| 5645 Legal | 5,176 | 11,250 | -6,074 | 46.00 % |
| 5675 Communications/Media | 46,246 | 30,750 | 15,496 | 150.00 % |
| 6015 FFE-G&A | 1,702 | 1,875 | -173 | 91.00 % |
| 6020 Technology (Non-Instruction) | 24,141 | 1,875 | 22,266 | 1,288.00 % |
| 6025 Staff Development - G&A | 5,761 | 11,250 | -5,489 | 51.00 % |
| 6030 Food and Beverage | 2,640 | 13,875 | -11,235 | 19.00 % |
| 6035 Supplies - G&A | 7,700 | 5,625 | 2,075 | 137.00 % |
| 6040 Travel-G&A | 2 | 1,875 | -1,873 | 0.00 % |
| 6045 Professional Dues | 20,674 | 23,318 | -2,644 | 89.00 % |
| Total 2400-01 School Administration | 125,198 | 112,943 | 12,255 | 111.00 % |
| 2500-01 Support Services - Business | 26 | | 26 | |
| 5610 Postage and Shipping | 3,658 | 4,500 | -842 | 81.00 % |
| 5615 Printing and Copy | 41,003 | 30,000 | 11,003 | 137.00 % |
| 5640 Payroll | 11,587 | 11,475 | 112 | 101.00 % |
| 5805 Bank Fees | 3,420 | 6,750 | -3,330 | 51.00 % |
| 6050 Other Contractors/Consultants | 53,248 | 7,500 | 45,748 | 710.00 % |
| Total 2500-01 Support Services - Business | 112,942 | 60,225 | 52,717 | 188.00 % |
| 2600-01 Mtc & Ops of Plant Services | | | | |
| 5665 Technology Services | 121,716 | 93,750 | 27,966 | 130.00 % |
| 5680 Security | 123,040 | 135,960 | -12,920 | 90.00 % |
| 5690 Rentals | 2,378 | 1,875 | 503 | 127.00 % |
| 5695 Moving | | 2,250 | -2,250 | |
| 5900 Facility | 144 | | 144 | |
| 5905 Water | 16,426 | 36,000 | -19,574 | 46.00 % |
| 5910 Electric | 75,392 | 75,000 | 392 | 101.00 % |
| 5915 Gas | 8,212 | 5,250 | 2,962 | 156.00 % |
| 5920 Waste | 15,809 | 16,500 | -691 | 96.00 % |
| 5925 Landscaping | 7,185 | 7,500 | -315 | 96.00 % |
| 5930 Inspections/Compliance | 4,674 | 9,375 | -4,701 | 50.00 % |
| 5935 Maintenance Repairs | 65,389 | 79,478 | -14,089 | 82.00 % |
| 5940 Rent/Lease/Mortgage | 45,197 | 42,075 | 3,122 | 107.00 % |
| 5945 Janitorial Service | 92,295 | 90,000 | 2,295 | 103.00 % |
| 5950 Janitorial Supplies | 18,925 | 15,000 | 3,924 | 126.00 % |
| 5955 Telephone/Internet | 21,486 | 18,750 | 2,736 | 115.00 % |
| 5960 Materials/Supplies | 6,810 | 3,750 | 3,060 | 182.00 % |
| 5965 Pest Control | 2,510 | 3,000 | -490 | 84.00 % |
| 5970 Contractors | 24,379 | 28,500 | -4,121 | 86.00 % |
| 5975 FFE | 23,351 | 7,500 | 15,851 | 311.00 % |
| Total 2600-01 Mtc & Ops of Plant Services | 675,317 | 671,513 | 3,804 | 101.00 % |
| 2700-01 Student Transportation | | | | |
| 5605 Transportation | 24,855 | 30,825 | -5,970 | 81.00 % |
| Total 2700-01 Student Transportation | 24,855 | 30,825 | -5,970 | 81.00 % |
| 3100-01 School Nutrition | 5,470 | | 5,470 | |
| 5625 Food and Beverage | 14,427 | 12,000 | 2,427 | 120.00 % |
| Total 3100-01 School Nutrition | 19,897 | 12,000 | 7,897 | 166.00 % |
| 9999 Uncategorized Expenditure | 8,892 | | 8,892 | |

| | TOTAL | | | |
|--|--------------------|--------------------|--------------------|-------------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Red Thread Program Expenses | | | | |
| 6009 RT - Advertising/Marketing | 17 | | 17 | |
| 6010 RT - Awards | 1,055 | 750 | 305 | 141.00 % |
| 6036 RT - Red Thread Supplies/Services | 1,825 | | 1,825 | |
| 6037 RT - Merchandising | 16,568 | | 16,568 | |
| 6038 RT - Special Events/Activities | 16,047 | | 16,047 | |
| 6101 RT - Fundraising | 1,071 | | 1,071 | |
| Total Red Thread Program Expenses | 36,582 | 750 | 35,832 | 4,878.00 % |
| Total Expenditures | \$7,946,035 | \$8,207,047 | \$ -261,012 | 97.00 % |
| NET OPERATING REVENUE | \$1,009,824 | \$488,006 | \$521,818 | 207.00 % |
| NET REVENUE | \$1,009,824 | \$488,006 | \$521,818 | 207.00 % |



Wesley International Academy

2019 STATEMENT OF FINANCIAL POSITION

As of March 31, 2019

| | TOTAL |
|---|--------------------|
| ASSETS | |
| Current Assets | |
| Bank Accounts | |
| 1000 Cash | 2,562,187 |
| 1005 Cash-Donations | 74,734 |
| 1010 Travel Abroad Account | 11,420 |
| 1015 Unrestricted Cash | 1,200,954 |
| 1072 CPO BillPay Money Out Clearing | 1,258 |
| Total Bank Accounts | \$3,850,554 |
| Accounts Receivable | |
| 1100 Accounts Receivable | 2,705 |
| 1105 Grants Receivable | 0 |
| Total Accounts Receivable | \$2,705 |
| Other Current Assets | |
| 1200 Undeposited Funds | 0 |
| 1205 Prepaid Expenses | 20,588 |
| 1210 Prepaid Insurance | 10,350 |
| 1215 Deposits | 34,421 |
| Total Other Current Assets | \$65,360 |
| Total Current Assets | \$3,918,618 |
| Fixed Assets | |
| 1300 Furniture, Fixtures & Equipment | 278,061 |
| 1305 FFE Accumulated Depreciation | -206,201 |
| 1310 Leasehold Improvement | 525,695 |
| 1315 LHI Accumulated Depreciation | -525,695 |
| 1320 Building \$ Fixed Equipment | 0 |
| 1325 Building Accumulated Depreciated | 0 |
| 1350 Construction in Progress | 24,210 |
| Total Fixed Assets | \$96,070 |
| Other Assets | |
| 1500 Other Assets | |
| 1515 Suspense | 0 |
| Total 1500 Other Assets | 0 |
| 1505 Deferred Outflows of Resources - Pension | 2,879,418 |
| Total Other Assets | \$2,879,418 |
| TOTAL ASSETS | \$6,894,107 |
| LIABILITIES AND EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |

| | TOTAL |
|--|----------------------|
| 2000 Accounts Payable | 154,938 |
| Total Accounts Payable | \$154,938 |
| Other Current Liabilities | |
| 2001 AP Clearing | 0 |
| 2002 Due to Imagine | 0 |
| 2003 Due to SHF | 0 |
| 2004 Metcom Flexspend | 0 |
| 2005 Accrued Salaries & Benefits | 0 |
| 2006 Other Liabilities | 0 |
| 2008 Deferred Income | 67,031 |
| Total Other Current Liabilities | \$67,031 |
| Total Current Liabilities | \$221,969 |
| Long-Term Liabilities | |
| 2300 Notes Payable | 0 |
| 2500 Net Pension Liability | 8,110,257 |
| 2505 Deferred Inflows of Resources - Pension | 86,419 |
| Total Long-Term Liabilities | \$8,196,676 |
| Total Liabilities | \$8,418,645 |
| Equity | |
| 3000 Investment in Capital Assets | 256,969 |
| 3100 Unrestricted Net Assets | 0 |
| 32000 *Unrestricted Net Assets | -2,791,332 |
| 3301 Restricted Net Assets - China Trip | 0 |
| 3401 Net Assets - Red Thread Campaign | 0 |
| Net Revenue | 1,009,824 |
| Total Equity | \$ -1,524,539 |
| TOTAL LIABILITIES AND EQUITY | \$6,894,107 |

Note

Operating account = \$2.6M

Unrestricted Cash = \$1.2M

Construction in Progress: New Interactive Boards (5)

Accounts Payable: TRSGA = \$115K plus misc bills for payment

Deferred Income: YTD Red Thread donations



Wesley International Academy

(UNAUDITED) RED THREAD P&L

July 2018 - March 2019

| | JUL 2018 | AUG 2018 | SEP 2018 | OCT 2018 | NOV 2018 | DEC 2018 | JAN 2019 | FEB 2019 | MAR 2019 | TOTAL |
|--|-----------------|-------------------|------------------|------------------|-------------------|------------------|------------------|-------------------|---------------|-----------------|
| Revenue | | | | | | | | | | |
| Red Thread Fund | | | | | | | | | | \$0 |
| 01-4999 Red Thread Fund Release | 67,781 | | | | | | | | | \$67,781 |
| Total Red Thread Fund | 67,781 | | | | | | | | | \$67,781 |
| Total Revenue | \$67,781 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$67,781 |
| GROSS PROFIT | \$67,781 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$67,781 |
| Expenditures | | | | | | | | | | |
| 1000-01 Instruction | | | | | | | | | | \$0 |
| 5510 Classroom Supplies | | | 885 | 2,075 | 527 | 1,272 | | | | \$4,758 |
| 5525 FFE | | | | | 912 | | | | | \$912 |
| 5700 Other Contractors | | | | | 3,600 | | | | | \$3,600 |
| Total 1000-01 Instruction | | | 885 | 2,075 | 5,039 | 1,272 | | | | \$9,270 |
| 2400-01 School Administration | | | | | | | | | | \$0 |
| 6020 Technology (Non-Instruction) | | | | | 63 | 211 | 112 | | | \$386 |
| 6030 Food and Beverage | | 259 | 377 | 415 | 159 | 500 | 326 | | | \$2,037 |
| Total 2400-01 School Administration | | 259 | 377 | 415 | 222 | 711 | 438 | | | \$2,423 |
| 2500-01 Support Services - Business | | | | | | | | | | \$0 |
| 5805 Bank Fees | | | | | 44 | | | | | \$44 |
| Total 2500-01 Support Services - Business | | | | | 44 | | | | | \$44 |
| 2600-01 Mtc & Ops of Plant Services | | | | | | | | | | \$0 |
| 5970 Contractors | | | | | | | | 225 | | \$225 |
| 5975 FFE | | | | | | | 5,500 | 12,336 | | \$17,836 |
| Total 2600-01 Mtc & Ops of Plant Services | | | | | | | 5,500 | 12,561 | | \$18,061 |
| Red Thread Program Expenses | | | | | | | | | | \$0 |
| 6009 RT - Advertising/Marketing | | | | | | 17 | | | | \$17 |
| 6010 RT - Awards | | 121 | 62 | 11 | | | 861 | | | \$1,055 |
| 6036 RT - Red Thread Supplies/Services | 484 | 371 | | | 970 | | | | | \$1,825 |
| 6037 RT - Merchandising | | 20,730 | -10,320 | 4,767 | | 125 | | | | \$15,302 |
| 6038 RT - Special Events/Activities | 140 | 3,775 | | | 5,156 | 5,340 | 484 | 1,096 | | \$15,991 |
| 6101 RT - Fundraising | 37 | 174 | 118 | 101 | 64 | 67 | 272 | 188 | 51 | \$1,071 |
| Total Red Thread Program Expenses | 661 | 25,171 | -10,140 | 4,879 | 6,190 | 5,548 | 1,617 | 1,284 | 51 | \$35,260 |
| Total Expenditures | \$661 | \$25,430 | \$ -8,878 | \$7,369 | \$11,495 | \$7,531 | \$7,555 | \$13,845 | \$51 | \$65,058 |
| NET OPERATING REVENUE | \$67,120 | \$ -25,430 | \$8,878 | \$ -7,369 | \$ -11,495 | \$ -7,531 | \$ -7,555 | \$ -13,845 | \$ -51 | \$2,723 |
| NET REVENUE | \$67,120 | \$ -25,430 | \$8,878 | \$ -7,369 | \$ -11,495 | \$ -7,531 | \$ -7,555 | \$ -13,845 | \$ -51 | \$2,723 |

Note

2018 \$16,974.30 balance forward for 2019 funding. 2019 beginning balance = \$67,780.96

Acct 5700 represents Red Thread support of KSU partnership for 2 Chinese Department Research/Teacher Assistants

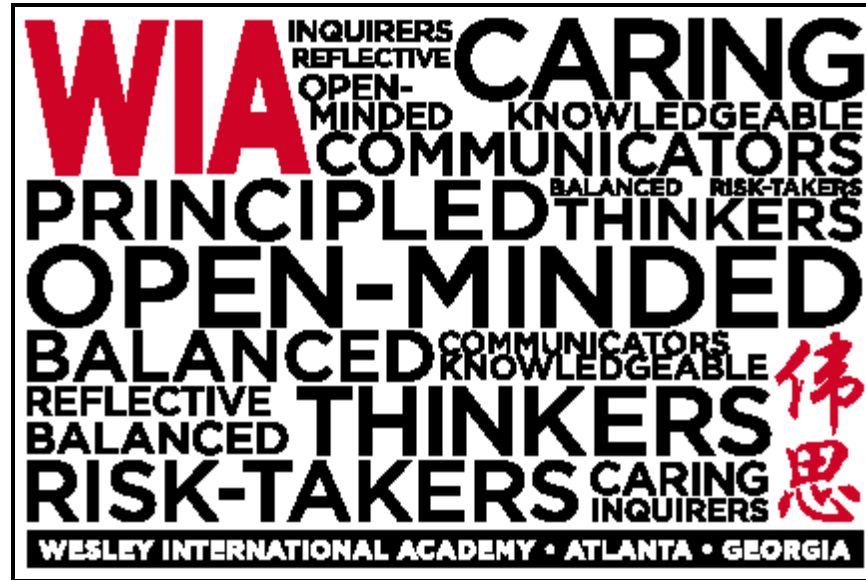
Red Thread Material Expenses: \$15,991 for Family Dinner Night, Holiday Staff Function, China Night and Teacher Appreciation. \$15,300 for WIA SWAG.

All Red Thread expenses are unaudited and will require a thorough review at year-end to determine proper classification of expenses.

Cover Sheet

FY 2020 Proposed Budget

Section: VII. Finance
Item: B. FY 2020 Proposed Budget
Purpose: Discuss
Submitted by:
Related Material:
FY2020 Proposed Budget Presentation_5-6-19_Board MTG Public Hearing.pdf



Wesley International Academy

Board MTG (Public Hearing #1) – May 7, 2019

FY2020 PROPOSED BUDGET



AGENDA

- ✓ FY2020 Budget Objectives
- ✓ FY2020 Enrollment Assumptions
- ✓ FY2020 Revenue Assumptions
- ✓ FY2020 Compensation Overview
- ✓ FY2020 Compensation Deep Dive
- ✓ FY2020 Total Expense Forecast
- ✓ FY2020 Budget Proposal
- ✓ FY2020 Capital and Special Items
- ✓ FY2020 Unrestricted Cash Balance
- ✓ FY2020 Sensitivity Analysis
- ✓ Next Steps

FY2019 BUDGET OBJECTIVES

1. WIA will develop a balanced budget for the purpose of allocating resources to support Strategic Initiatives and Charter Performance Goals as outline in the Charter Petition.
2. WIA will pursue the implementation of a competitive multi-year compensation model for teachers, with a goal of base salaries reflecting 95% of the APS 2019 published scales (as of April 2019). WIA will continue to implement signing bonus and stipend programs to retain high-quality teachers.
3. WIA will manage escalating pension and healthcare expenses through responsible budgeting, cash management and competitive bidding.
4. WIA will maintain an Unrestricted Cash Balance between 30-45 days of working capital.

FY2020 ENROLLMENT ASSUMPTIONS (FTE)

| Enrollment | FY2019 Funded FTE | FY2020 Forecast | Change |
|-----------------------------|-------------------|---------------------|----------|
| QBE and Local Funding Model | 797 | Base Case: 797 FTEs | +0 FTEs |
| QBE and Local Funding Model | 797 | Best Case: 810 FTEs | +13 FTEs |

- The Base Case assumption will remain flat at 797 FTEs
- The Best Case assumption will reflect enrollment growth to 810 FTEs
- Full enrollment, per Charter Petition, is defines as 824 FTEs.
- Full enrollment is expected to be realized by FY2021.

FY2020 REVENUE ASSUMPTIONS

| REVENUE | FY 2019 REVISED BUDGET | FY2020 FORECAST | CHANGE | % CHANGE |
|--------------------|------------------------|---------------------|------------------|-------------|
| State/Local | \$10,874,519 | \$11,193,134 | \$318,614 | 2.9% |
| Federal | \$9,040 | \$0 | -\$9,040 | -100.0% |
| Other | \$205,135 | \$176,210 | -\$28,925 | -14.1% |
| Cash Reserves | \$0 | \$250,000 | \$250,000 | N/A |
| Red Thread | \$67,781 | \$0 | -\$67,781 | -100.0% |
| Grand Total | \$11,156,475 | \$11,619,344 | \$462,869 | 4.1% |

2020 REVENUE ASSUMPTIONS -

- State: Assumes 4.7% increase which includes salary step increase plus \$2,775 pay raise for teachers and instructional support salary scales. Funding increase does not include contribution to LFS.
- Local: Assumes 4.3% increase per APS guidance. APS Fund Balance remains flat with previous year. LFS increases by \$12M to \$153M. Total gross funding estimate per FTE = \$14,000.
- *Cash Reserves: Assumes one-time special funding of \$250,000 to offset anticipated increase in healthcare expenses (quotes due early May).*
- Red Thread: Red Thread Funds will be segregated from school funds and recorded independently.

FY2020 COMPENSATION OVERVIEW

| FUNCTION CODE/GROUP | FY 2019 REVISED BUDGET | FY2020 FORECAST | \$ Change | % Change |
|-------------------------------|------------------------|--------------------|--------------------|--------------|
| 1000 Instruction | \$5,737,697 | \$6,517,125 | \$779,428 | 13.6% |
| 2100 Pupil Services | \$422,291 | \$308,260 | -\$114,031 | -27.0% |
| 2210 Improvement of Inst. Svc | \$301,488 | \$755,903 | \$454,415 | 150.7% |
| 2300 General Admin | \$220,297 | \$223,002 | \$2,705 | 1.2% |
| 2400 School Admin | \$767,046 | \$761,820 | -\$5,226 | -0.7% |
| 2500 Support Svc - Bus | \$317,661 | \$433,314 | \$115,653 | 36.4% |
| 2600 Maint. & Ops Facility | \$85,486 | \$87,513 | \$2,027 | 2.4% |
| Grand Total | \$7,851,966 | \$9,086,937 | \$1,234,971 | 15.7% |

COMPENSATION ASSUMPTIONS -

- **All** WIA salary tables are aligned with APS schedules to reflect 95% of APS published salaries (April 2019).
- In addition to the newly aligned salary schedules, all certified teachers and instructional support staff schedules will be updated to reflect either a \$1,000 or \$2,000 across the board increase in salary (based on QBE funding increase).
- All non-certified/non-teaching staff (administrative staff and custodians) scales will be updated to reflect an additional \$1,000 across the board increase in salary.
- All Principals, APs, Directors and Manager's tables are also aligned to 95% of APS' published salaries. There will be no additional dollar increases for these work groups.
- Based on the entire Teacher's Schedule, the average salary increase for 2020 is 7.9% (based on daily rates).

FY2020 COMPENSATION DEEP DIVE

| FUNCTION CODE/GROUP | FY 2019 REVISED BUDGET | FY2020 FORECAST | CHANGE | % CHANGE |
|-------------------------------|------------------------|--------------------|--------------------|--------------|
| 1000 Instruction | \$3,975,086 | \$4,417,859 | \$442,773 | 11.1% |
| 2100 Pupil Services | \$313,136 | \$214,895 | -\$98,241 | -31.4% |
| 2210 Improvement of Inst. Svc | \$215,419 | \$529,864 | \$314,445 | 146.0% |
| 2300 General Admin | \$165,000 | \$165,000 | \$0 | 0.0% |
| 2400 School Admin | \$552,099 | \$542,609 | -\$9,490 | -1.7% |
| 2500 Support Svc - Bus | \$228,000 | \$303,843 | \$75,843 | 33.3% |
| 2600 Maint. & Ops Facility | \$53,760 | \$51,646 | -\$2,114 | -3.9% |
| Taxes | \$454,513 | \$528,148 | \$73,634 | 16.2% |
| Benefits | \$788,100 | \$1,040,000 | \$251,900 | 32.0% |
| Pension | \$1,106,853 | \$1,293,074 | \$186,220 | 16.8% |
| Grand Total | \$7,851,966 | \$9,086,937 | \$1,234,971 | 15.7% |

2020 COMPENSATION DEEP DIVE –

- Healthcare expenses continue to be our wild card. Renewal data will not be available until early May. Current budget estimate includes \$10,000 subsidy per full time staff (104).
- Over 35% of the YOY increase in total compensation is driven by Healthcare and Pension expense.

FY2020 TOTAL EXPENSE FORECAST

| FUNCTION CODE/GROUP | FY 2019 REVISED BUDGET | FY2020 BUDGET FORECAST | CHANGE | % CHANGE |
|-----------------------------------|------------------------|------------------------|------------------|-------------|
| 1000 Instruction | \$6,614,257 | \$7,235,670 | \$621,413 | 9.4% |
| 2100 Pupil Services | \$475,996 | \$354,465 | -\$121,531 | -25.5% |
| 2210 Improvement of Inst. Svc | \$301,488 | \$755,903 | \$454,415 | 150.7% |
| 2213 Instructional Staff Training | \$125,000 | \$125,000 | \$0 | 0.0% |
| 2300 General Admin | \$606,287 | \$608,615 | \$2,328 | 0.4% |
| 2400 School Admin | \$919,546 | \$896,320 | -\$23,226 | -2.5% |
| 2500 Support Svc - Bus | \$472,961 | \$618,414 | \$145,453 | 30.8% |
| 2600 Maint. & Ops Facility | \$1,008,337 | \$972,553 | -\$35,784 | -3.5% |
| 2700 Student Transportation | \$31,100 | \$31,100 | \$0 | 0.0% |
| 3100 School Nutrition | \$16,000 | \$16,000 | \$0 | 0.0% |
| Red Thread Program Expense | \$46,600 | \$0 | -\$46,600 | -100.0% |
| Grand Total | \$10,617,572 | \$11,614,040 | \$996,468 | 9.4% |

NOTES-

- Red Thread Program treated as independent entity.

FY2020 BUDGET PROPOSAL

| REVENUE | FY 2019 REVISED BUDGET | FY2020 FORECAST | CHANGE | % CHANGE |
|--------------------|------------------------|---------------------|------------------|-------------|
| State/Local | \$10,874,519 | \$11,193,134 | \$318,614 | 2.9% |
| Federal | \$9,040 | \$0 | -\$9,040 | -100.0% |
| Other | \$205,135 | \$176,210 | -\$28,925 | -14.1% |
| Cash Reserves | \$0 | \$250,000 | \$250,000 | N/A |
| Red Thread | \$67,781 | \$0 | -\$67,781 | -100.0% |
| Grand Total | \$11,156,475 | \$11,619,344 | \$462,869 | 4.1% |

| EXPENSES | FY 2019 REVISED BUDGET | FY2020 FORECAST | CHANGE | % CHANGE |
|-----------------------------------|------------------------|---------------------|------------------|-------------|
| 1000 Instruction | \$6,614,257 | \$7,235,670 | \$621,413 | 9.4% |
| 2100 Pupil Services | \$475,996 | \$354,465 | -\$121,531 | -25.5% |
| 2210 Improvement of Inst. Svc | \$301,488 | \$755,903 | \$454,415 | 150.7% |
| 2213 Instructional Staff Training | \$125,000 | \$125,000 | \$0 | 0.0% |
| 2300 General Admin | \$606,287 | \$608,615 | \$2,328 | 0.4% |
| 2400 School Admin | \$919,546 | \$896,320 | -\$23,226 | -2.5% |
| 2500 Support Svc - Bus | \$472,961 | \$618,414 | \$145,453 | 30.8% |
| 2600 Maint. & Ops Facility | \$1,008,337 | \$972,553 | -\$35,784 | -3.5% |
| 2700 Student Transportation | \$31,100 | \$31,100 | \$0 | 0.0% |
| 3100 School Nutrition | \$16,000 | \$16,000 | \$0 | 0.0% |
| Red Thread Program Expense | \$46,600 | \$0 | -\$46,600 | -100.0% |
| Grand Total | \$10,617,572 | \$11,614,040 | \$996,468 | 9.4% |

FY2020 CAPITAL BUDGET & SPECIAL ITEMS

| Capital Projects | Amount |
|-------------------------------|------------------|
| Unplanned MTC (Capital only) | \$25,000 |
| New Trailers & Infrastructure | \$50,000 |
| Media Center Project | \$25,000 |
| Interactive Boards | \$100,000 |
| IT Infrastructure | \$50,000 |
| Other | \$15,000 |
| | |
| | |
| | |
| | |
| TOTAL | \$265,000 |

| Special - One Time Expenditures | Amount |
|---------------------------------|------------------|
| Healthcare Subsidy | \$250,000 |
| | |
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| | |
| TOTAL | \$250,000 |

2020 UNRESTRICTED CASH BALANCE

The Wesley Board has set a budget parameter that the Unrestricted Cash Balance (Rainy Day Fund) should reflect at least 45 days of working capital at the end of each fiscal year. The basis of the calculation is derived from the previous year’s actual operating expenses (or YE estimate), excluding special items. For context, the 2019 YE estimate expense is \$10,617,000 (excluding special items), so the estimated 2020 Unrestricted Cash Balance is \$1,309,000.

BUDGET GAP ANALYSIS – 2020 BUDGET

| | |
|--|---------------|
| FY2020 Beginning Operating Bank Balance (book balance): | \$3,300,000 |
| FY2020 YE Unrestricted Cash Balance (separate bank account): | (\$1,309,000) |
| FY2020 Cash Reserves for operational shortfalls, capital and special projects: | \$1,991,000 |
| | |
| FY2020 Proposed utilization of cash reserves (Healthcare Subsidy): | (\$250,000) |
| FY2020 Proposed Capital Expenses (Trailer/Media Center/Boards, etc): | (\$265,000) |
| | |
| FY 2020 YE Cash Reserve estimate | \$1,476,000 |

FY2020 SENSITIVITY ANALYSIS

Scenario 1 -

If our enrollment projections exceed the budgetary base-case of 797 FTE pupils and we reach best-case scenario of 810 FTE or our stretch goal of 824 FTE.

Action Plan 1-

- An additional 13 pupils are projected to generate approximately \$182K in additional funding. The funding would offset our total reliance on cash reserves to fund our Employee Healthcare Subsidy (\$250K).
- An additional 27 pupils are projected to generate approximately \$378K in additional funding. The funding would offset all reliance on cash reserves to fund our Employee Healthcare Subsidy. The additional surplus could be use to provide additional Employee Healthcare Subsidies for our staff.

Scenario 2 –

If WIA has an enrollment shortfall of 30 pupils (797 to 767 FTEs), WIA's revenue shortfall is estimated at -\$420K.

Action Plan 2 –

- Capital projects will be reevaluated for deferment with unspent funding re-allocated to deficit funding.
- Board approves the use of additional cash reserves (available funds = \$1.4M) for deficit funding.
- Leadership creates focus group to determine future strategies for meeting enrollment stabilization objective of 824 FTE.

IMPLEMENTATION OF ALL, PARTS, OR A COMBINATION OF ACTION PLANS ARE AT THE DISCRETION OF SCHOOL LEADERSHIP AND THE BOARD OF DIRECTORS.

NEXT STEPS

- Public Budget Hearing for final Fiscal Year 2020 Budget Review and Adoption
-June Board Meeting