



PALISADES CHARTER HIGH SCHOOL

Board Meeting 5/15/18

EDP Reflection:

The 2017-18 school year could be characterized as highly focused on reflection on progress made over the past six years and the development of a comprehensive action plan to guide the school for the next six years. PCHS actively engaged in the WASC Six-Year Self-Study and developed the **PCHS WASC Action Plan for Equity**. A component of this study was the **Collaborative School Equity Review** and forthcoming **Equity Plan**. The **Math Success Task Force** formed to develop an action plan to improve student success in math. All of these school study groups included staff, student, and parent representatives. The action plans are aligned and included in the annual **Local Control Accountability Plan** and **budget cycle** for the coming year. In addition, PCHS engages in the **Annual Compliance and Oversight Review** conducted by LAUSD Charter School Division. Through these comprehensive, collaborative studies, PCHS has acquired a thorough understanding of school needs and developed an extensive and ambitious plan for the coming years. An organizational strength identified by the WASC Visiting Team is the school's ability to execute an action plan, and we now have a clear roadmap for the future.

PCHS Schoolwide Goals 2017-2018

Board Retreat

August 26, 2017

The PCHS Schoolwide Goals are developed annually by the PCHS Board of Trustees and the School Leadership Team. The goals incorporate stakeholder input, the PCHS Long Term Strategic Plan (LTSP), Local Control Accountability Plan (LCAP), and WASC Action Plan. The Schoolwide Goals are revisited monthly in Board and LTSP meetings to ensure that the school is making measurable and meaningful progress.

Goal 1: PCHS will foster:

- 1) Appropriate types of communication for all stakeholders in order to ensure a respectful, well-informed community**
- 2) A sincere consideration of communications**
- 3) An understanding of the appropriate avenues of communication**

PCHS works to ensure **transparent and consistent communications** regarding important school issues. **Multiple methods** used to communicate information to parents, staff and students include phone blasts, Schoology and Infinite Campus posts, Mail Chimp email messages, weekly newsletter and website. In addition to electronic and telephonic messages, information such as registration, counseling updates, and development information is mailed to homes.

PCHS conveys information to parents through **parent meetings** (PTSA, Booster Club, TVN, FUN, and English Language Advisory Council, CTE Information Nights, and New Parent Information Night and New Parent Breakfast) in addition to satellite meetings at off-site locations selected to reach families who may have difficulty traveling to the Palisades.



PALISADES

CHARTER HIGH SCHOOL

Students often receive pertinent information via **morning announcements**. Announcements have been moved from the start of the school day to after nutrition to reach more students such as those who do not have a first period class or students who may be late due to transportation issues.

Emergency Communication Review

The Emergency Communications Team reviewed and revised emergency communication procedures as well as trained staff members on the use of Infinite Campus and Schoology systems. In the event of a crisis situation, PCHS will send notifications and updates via email, recorded phone messages, and Schoology to parents and staff. Students will be notified via Schoology posts. Parents are encouraged to update their contact information periodically to ensure that all households receive alerts. In addition, a **new crisis management app** will be available in the near future. The app provides quick access to PCHS crisis/emergency plans and procedures.

Campus concerns can be reported anonymously through two systems: 1) My Safe School online reporting system 2) Tip Line (text or phone message). Information about the reporting systems is posted on the electronic sign in the quad, flyers posted in classrooms, and the school website.

When confronted with **emergency situations or threats to campus**, families are alerted through multiple means of communication (Schoology, Infinite Campus, robo calls) as quickly as possible. If the school has been alerted to a concern in the evening, every effort possible is made to get information to staff, parents and students early in the morning before buses are dispatched. PCHS is testing text message options for emergency communications.

When incidents occur that impact the school community (ex. Parkland shootings, student threats on social media) the administration holds special **after-school meetings** with staff and students to debrief and discuss next steps to be taken at PCHS.

PCHS provides **translation services** at parent information meetings. *Fuerza Unida*, ELAC and *PIQE* hold Saturday morning meetings for Spanish speaking parents with information delivered in Spanish.

PCHS provides **staff training on appropriate communication** and avenues for communication, which is addressed in the PCHS communication policy for staff. Parents are informed of **General and Uniform Complaint Policies** through email, meetings, and newsletters. Students learn of ways to address concerns during Culture Chats held during registration, Community Day presentations and activities focused on the **Student Bill of Rights and Responsibilities and Student Concern Form**.



PALISADES

CHARTER HIGH SCHOOL

PCHS involves staff in **decision-making** through regular meetings with classified and certificated union leaders and seeking input from stakeholders through frequent surveys and face to face conversations.

PCHS periodically **surveys** parents to determine the **preferred means of communication and effectiveness of messages**. Metrics from MailChimp, Infinite Campus, and Schoology are reviewed to determine the number of views.

The **annual stakeholder survey** is one of the means used to gather feedback from parents, staff, and students. Steps taken to increase participation include: 1) ASB surveyed students through a schoolwide, student developed survey administered during a Community Day activity 2) Staff given time during staff meetings to complete the survey 3) Parent survey divided into two sections administered separately to reduce the amount of time needed to complete the survey at one time.

The school incorporates **ongoing student feedback systems** by coordinating with ASB Leadership. Students created a **student survey** similar to the Columbia Stakeholder survey which was administered to their peers during Community Day when students also received training on the use of the **Student Concerns form**. The student voice is a significant component of monthly **Long Term Strategic Planning meetings** where students participate on each of the five committees. **Student Senate** holds monthly forums to gather feedback and to share information. Monthly **Student Concerns meetings** are held by student leaders. A process for students to report concerns and a feedback loop was initiated this year.

PCHS works to **tell our charter story** before someone does it for us through **community outreach and communication channels**. Some of the ways PCHS has done this include creating events that provide an opportunity for the Palisades community to learn more about PCHS and that the press is interested in covering.

- Senator Ben Allen STEAM/Innovation Day
- Nick Melvoin visits (First Day of School and Community Day)
- Student Demonstration for Safe Schools
- DACA Information Night for families presented by immigration attorneys
- PPCC Community Safety Meeting held in Mercer Hall; included school administration
- College Fair
- Career Panels with industry partners

Communication Policies - PCHS developed and implemented communication policies for staff and students. These are currently being reviewed and will be presented to the PCHS Board for review at the May meeting.



PALISADES

CHARTER HIGH SCHOOL

Schoolwide Digital Citizenship Lesson - Ed Tech Coordinator John Vieira designed an engaging and impactful lesson presented to all students during a Community Day to raise students'

awareness of appropriate use and potential dangers of the misuse of social media. Students learned about digital footprints and how they might impact college admissions or job applications. The lesson was followed by a discussion of the kinds of information they would want included in their digital footprints and strategies for creating a positive online presence. Students also learned about the **PCHS Acceptable Use Policy**.

Goal 2: PCHS will ensure that curriculum is aligned vertically and horizontally to ensure student success in all subjects. (*Vertical alignment* - organizing curriculum from one grade level or content area to the next. *Horizontal alignment* – organizing curriculum across PLCs)

Professional Learning Communities (PLCs) are provided with on the job training to support curriculum alignment to standards and PLC content. The PLCs are developing multi-year curriculum alignment plans. Time and support for this work are provided through PLC pull-out meetings. PLC members are provided substitute coverage to create collaboration time during the school day. PLCs meet in the Academic Achievement Room with the PLC Coordinator to address priority areas. The Academic Achievement Team provides instructional support for PLCs. PCHS also provides summer mini-grants to PLCs that request support for summer collaboration.

PCHS continues to develop and monitor schoolwide grading policies and practices that ensure fairness and consistency. UTLA leadership conducted a faculty survey about grading practices with 100% participation. The purpose of the survey was to determine commonalities. Grading policies and inconsistent practices are identified as areas to address in the **WASC Action Plan for Equity** and the **Collaborative School Equity Study**.

The WASC Action Plan for Equity Identifies steps to move further with this goal. **The Equity Task Force** is developing an implementation timeline for the 2018-19 school year.

Measurements and SMART goals are identified and monitored through stakeholder groups such as the WASC Committees, Academic Accountability Committee, LTSP, Curriculum Council, Curricular Departments, PLCs/SLCs, and Math Success Task Force. Measurements are aligned to the **PCHS Local Control Accountability Plan** and monitored through Schoolzilla dashboard

Goal 3: PCHS will increase student success through positive classroom climate and equitable classroom practices.



PALISADES

CHARTER HIGH SCHOOL

Steps PCHS has taken toward this goal:

Review and revise **grading policies/classroom practices** as identified in the WASC Action Plan for Equity and through recommendations from the Equity Task Force and Math Success Task Force.

Provide professional development designed to increase positive student/teacher relationships Hello! and Unite programs designed, implemented, and monitored by Unification Director. Professional development has focused on building relationships, personal care, understanding students, and equitable classroom practices and policies.

Professional Development incorporated the theme of “education for interruption” focusing on educational equity. PCHS completed a **School Quality Review** (a component of the **Equity Study**) to further analyze systems, structures, processes and procedures pertaining to instruction leading to a focused action plan developed by teachers, administrators, and UCLA educational consultants.

Encourage **differentiation at all levels** and **provide support for success by combining college prep and honors classes**. Both **Social Studies and English departments** have developed grading systems that allow students to determine if they want to pursue honors designation. Most students continue in honors classes.

PCHS is planning to expand summer **Dolphin Leadership Academy** through broader outreach and early identification from 80 to 130 incoming 9th graders.

Summer reading – The English Department is currently designing the summer reading assignments. The reading list incorporates diverse, inspirational, and motivational books.

PLCs designed, administered, and analyzed the results of **common assessments** on a quarterly basis. The PLC coordinator with Director of Academic Achievement met with PLCs to provide individualized guidance and support for improving academic performance.

Administrators met with individual students and various student groups to gather information about effective and ineffective classroom practices. The **Student Concerns Committee** was formed to provide a forum for all students to share ideas or concerns they have about school climate and classroom practices. A **Student Concerns form and process** for addressing student concerns was created and shared with the student body during a Community Day presentation.

Homework and grading practices have been identified as areas in need of deeper consideration. The Curriculum Council comprised of Department Chairs and Program Directors



PALISADES

CHARTER HIGH SCHOOL

discussed current **homework practices** and will revisit this topic with results from the ASB student survey. Homework practices are key components of the school's developing Grade Policy and Practices. Parents of current and incoming students have also been in communication with PCHS administrators. Dr. Chris Lee spoke at length with a group of middle school parents at Paul Revere Middle School after a recent recruitment presentation.

Math Success Task Force - The Math Success Task Force was formed in January of 2018 to examine math performance data for the purpose of supporting the department in increasing student academic success. The MSTF is comprised of students, teachers, support personnel,

administrators, and parents. The task force is developing an action plan to close the achievement gap and support all students' success in math classes. The group has met monthly to review data and information requested by the task force. The action plan will incorporate recommendations from the WASC Action Plan for Equity, the Collaborative School Equity Study, and the LAUSD Charter Division Compliance Review. Task force goals will be reflected in the Local Control Accountability Plan and recommendations will be incorporated into the 2018-19 budget planning process to ensure that PCHS is prepared to begin implementing the action plan at the start of the new school year.

Goal 4: PCHS will continue to foster a positive school climate by maintaining a trust among students, parents, faculty, staff, administrators, and Board members by educating all stakeholders about the needs and concerns of other stakeholder groups, demonstrating respect for all types of diversity, and increasing cohesion, connectedness, and compassion at all levels.

One way that PCHS has worked to meet this goal is by providing informational meetings at a variety of times and locations to increase opportunities for face to face meetings. Some of the many informational gatherings this year include:

- Back to School Night/Parent Fair
- New Parent Breakfast
- Parent Information Night at satellite location (First African American Methodist Episcopal Church)
- CTE Information Night
- Virtual Academy Information Nights
- Parent Special Education Council
- English Language Advisory Council Saturday morning meetings
- The Village Nation, *Fuerza Unida*, and *PIQE* (Parent Institute for Quality Education) Saturday morning meetings
- Long Term Strategic Planning evening meeting



PALISADES

CHARTER HIGH SCHOOL

- Outreach to Paul Revere Charter Middle School – Student and parent meetings
- Parent groups and informational tables on campus during the Placement Test for new students
- Prospective Parent/Student tours held twice monthly in the morning, afternoon, and evening

A focus of this year's **professional development** has been ensuring respect for all types of diversity and increasing cohesion, connectedness, and compassion at all levels. This year's PD activities include:

Summer reading – Educational Leadership magazine “Disrupting Hidden Bias”
Museum of Tolerance Summer Symposium
Diversity Film Festival
Adaptive Schools strategies for effective collaboration
Personalized PD based on individual and PLC needs
Safety procedure training
Mandated Reporter, Sexual Harassment Awareness, Blood Borne Pathogens, Slip/Trip/Falls
WASC focus groups
Joaquin Noguera - *Education for Interruption*
Gio Stewart - *Mindsets: Organizing for Intention*. Collaborative activities included campfire group discussions on equity-related articles.

Strengthening relationships across the campus is critical to improving climate in classrooms. Steps taken this year to reach this goal:

- **Unification/Equity Focus – PCHS Signed Staff Commitment to Social Justice:** *“Our vision is to become a cohesive and constructive community for students to learn who they want to be. As staff members, we are fully committed to our mission statement. Together we will cultivate an uplifting environment where students are inspired and empowered to pursue their personal aspirations. We will not tolerate and we will stand against any form of hate or discrimination based on race, ethnicity, religion, gender, abilities, sexual orientation, citizenship, or socioeconomic status. Our goal is for all students to know that they are safe, valued, and respected.”*
- **Community Days** for students and staff – PCHS has allocated time every other week for schoolwide activities and lessons designed to create a common language and understanding throughout the campus. The school follows a special bell schedule on these days.



PALISADES

CHARTER HIGH SCHOOL

- **Community Day School-wide Assembly** (Wednesday, September 27) – The presentation showcased the school’s commitment to social justice, unification, and community featuring student performances and presentations. Campus Unification Director Gio Stewart hosted a school-wide assembly featuring the unveiling of the Staff Pledge for Social Justice and the Student Bill of Rights and Responsibilities Wall.
- Roll out of a new **school-wide protocol for addressing sensitive issues** related to school and beyond. The protocol was developed by the Social Studies department to address concerns related to community and national events.
- Initiation of **courageous conversations** to raise awareness of the varied experiences of the many individuals who make up our culturally rich community.
- **Human Relations Committee set the following goals for management:** 1) Develop clear rules and policies for adult and student behavior, 2) Be willing to go to the next step if someone is not following a policy, 3) Provide mandatory cultural sensitivity training for all adults on campus, 4) Ensure clear communication and follow up when there are concerns, and 5) Make team building opportunities a priority. These goals have guided the HR Department and Administration in refining action plans, policies and procedures.
- Formation of the **Justice League**, a student leadership organization made up of Pali’s most prominent social and cultural groups including the Latino Student Union (LSU), Black Student Union (BSU), Asian Student Union (ASU), Genders Sexualities Alliance (GSA), Human Rights Watch (HRW) and He for She (an intersectional feminism group). This group was coordinated to show the campus and community that PCHS is unified against hate, discrimination and bias. On October 3rd, we introduced the Justice League to our campus, giving the leaders from each club an opportunity to present their organization and their mission. Every month the Justice League organized activities designed help break down self-segregation on our campus including the coordination of Unity Lunches.
- Student leadership opportunities have been expanded with the introduction of new support programs. **Link Crew**, a buddy program to support incoming students, was introduced to PCHS this year. **Peer Mediators** expanded to include 30 trained students who are actively engaged in resolving campus conflicts. The program has evolved into a class with UC/CSU approved curriculum that will be offered next year. **Teen Court** provides students the opportunity to be part of hearing and deciding consequences for teen cases that have been referred to the program as an alternative to the juvenile justice system.



PALISADES

CHARTER HIGH SCHOOL

- The first **PEER Day** was held in May to promote student involvement in campus leadership programs. More than 400 students participated in the after-school meeting. Senior leaders from ASB Leadership, Link Crew, Peer Mediators, Ambassadors, and Justice League along with members of the administration and club sponsors shared the mission and vision of these organizations and led interactive, team-building games.
- **Unity Lunches** are hosted by the Campus Unification Director and supported by the ASB Leadership Advisor Rob King. The concept is a scaffolded invitational program designed to break down barriers that discourage students from interacting with students they do not know. An initial group of students are invited for a pizza lunch during which they learn about the outreach concept. These students are then encouraged to invite someone they do not know who is not part of their social circle to attend the follow up lunch the next day. The activity is complete after the second round of students invite a guest to the third luncheon for all of the students included attended the first two lunches. Unity lunches are hosted on a monthly basis.
- **Honor Roll/Perfect Attendance** - Students who qualified for the Principal's Honor Roll, Honor Roll, and Perfect Attendance received a class summons to receive their certificate and Diddy Riese cookie during nutrition and lunch. Academic Counselors, Dr. Lee, Ms. Iannessa, Mr. Hartman and Dr. Magee were on hand to congratulate students on their accomplishments.

PCHS continues to work with **Culture and Climate Facilitators** (Alan Rasmussen, Richard Tauer, and Beverly Hempstead) who have consulted with PCHS since 2015 to develop clear procedures related to decision making, accountability, and communication. The team has been actively involved with the Board through the facilitation of the **annual retreat** and development of the **school-wide goals**. Donna Rose, former district CBO, worked with the team to provide an analysis of current **Human Resources, Payroll, and Finance practices** for the purpose of reducing error, increasing efficiency, and establishing best practices. The report and next steps are included in the May Board meeting materials.

PCHS promotes **campus-wide wellness** pursuant to the **PCHS Wellness Policy**. Professional development time was dedicated to staff developing an individualized self-care plan. Staff meetings begin with a calming moment of relaxation (aka the Pali Pause). Other presentations incorporated Trauma Informed Schools training and Suicide Prevention Policy awareness. PCHS provides a Mindful Monday weekly email and a Mindful Moment during morning announcements.



PALISADES

CHARTER HIGH SCHOOL

Mental health and emotional supports are available for both for students and staff. Faculty are encouraged to refer students who may be demonstrating signs of stress, anxiety, grief, hostility, and other emotions to counselors who then connect students to the mental health counselors. Research shows that proactively addressing socio-emotional needs can help prevent the development of hostile, violent actions. Students trained in **peer mediation** and **conflict resolution strategies** help fellow students peacefully resolve interpersonal issues. This program will expand to offer a class period for training and mediation. The PCHS Discipline Office is incorporating **restorative justice strategies** to help students find a productive resolution to issues. **The Human Resources Department** provides personalized information to staff about self-care options available through insurance providers. The annual wellness fair is offered to promote healthy choices and pro-active care.

On the horizon is the **development of a therapeutic classroom setting** where students who are consistently experiencing difficulties keeping them from being successful in the traditional educational environment can continue to be served at PCHS.

A component of **the PCHS mission** is **maintaining a diverse student population**. To ensure parents and students are aware of and familiar with the opportunities provided at PCHS, Dr. Chris Lee, PCHS Director of Attendance and Alternative Programs, has participated in recruitment fairs at multiple middle schools including Animo West, Calvary Christian, Emerson, KIPP Schools Consortium, Palms, Paul Revere Charter, and St. Matthews.

Transportation to PCHS for families who live outside of the neighborhood is an ongoing challenge. PCHS has dedicated a significant amount of LCAP funding to aid families who are unable to pay for transportation to school. Issues the school is facing related to transportation include increasing costs, declining quality of service, and limited service providers. While we look for ways to assist families with transportation alternatives and equitable ways to distribute limited scholarship funds, the school is also exploring other potential ways to increase diversity and to serve students who currently can only be accepted through the wait-list process. PCHS enrollment is predominately determined by Paul Revere Middle School enrollment and the matriculation of their students to PCHS.

Review admission process (charter preferences) The PCHS Charter Committee reviewed recruitment and the admission process. A recommendation for the committee is to consider the potential impact of changing attendance and enrollment priorities.

Community Relations Beyond PCHS

An important consideration for building community awareness of the quality programs provided at PCHS is **outreach and engagement with the broader Los Angeles community**. Representation on decision making bodies and councils that are shaping the public education landscape is critical for schools and organizations that are leaders in the field and that aspire to new heights.



PALISADES

CHARTER HIGH SCHOOL

Through membership on the **Los Angeles Advocacy Council** (comprised of seventeen Los Angeles charter school leaders which is working to establish strong relationships with the **LAUSD Board members**), PCHS has been part of creating the LA charter school for the future. PCHS is already enjoying a very positive working relationship with representation from **Board District 4. Nick Melvoin** and his staff are open and responsive, and have visited campus multiple times this school year. We are optimistic that these relationships will draw awareness to the facilities needs at our school. Director of Operations Don Parcell and I am participating on facilities committees designed to determine potential approaches to future LA bond measures, recommendations for facilities funding allocations, and means to access remaining Measure Q funds among other facilities related topics.

PCHS continues to be actively involved in the **CA Charter School Association** and participates in the annual conference. A number of **elected officials** have visited campus this year to speak to students. We are honored to have hosted Senator Ben Allen, LA Councilmember Mike Bonin, and representatives from Senator Ted Liu and Mayor Eric Garcetti's offices. The Palisades Community Council has added a PCHS student representative to their panel. In addition, PCHS personnel often attend community civic group meetings.

The large, LAUSD independent **conversion charter high schools** have begun meeting on a quarterly basis to discuss common concerns such as instructional goals and challenges, facilities issues, and professional development.

PCHS continues to strive to build positive relationships with **Paul Revere Charter Middle School**. The Ambassadors assisted with the Fun Run and held Q&A sessions with potential 9th graders at Revere. A PRCMS parent participates on the **Math Success Task Force**. Leaders and administrators of both schools' math departments met to discuss placement tests and articulation between the two schools. Plans are developing for a Palisades Charter Complex fall event to bring the school communities together for a fun, social gathering. The Charter Complex principals convened the **Pali Complex Coordinating Council** to discuss common areas of interest and ways we can support each other. PCHS participated in Pali Elementary School's Read Across America Day celebration. Pali Elementary visited PCHS for an Earth Day Celebration hosted by the Marine Biology classes.

Goal 5: PCHS will coordinate sources of fundraising, personalize the fundraising with focused goals and projects, and set measurable short- and long-term goals.

Progress toward development goals:

Form a grant committee to research and develop grant opportunities. A grant committee was formed and met three times to review grant opportunities that the Development Director researched using an online database system. Due to lack of time commitment, PCHS has collaborated with California Consulting. PCHS continues to research and write grants in conjunction with efforts of consultants.



PALISADES

CHARTER HIGH SCHOOL

Form a development committee and hold quarterly meetings. This was attempted several times last year with mixed results. *It is recommended that PCHS create a standing Board Development Committee that meets at least quarterly.*

Involve PCHS Alumni Association with fundraising campaign. PCHS has tried several campaigns with the Alumni Association mailing list with no results. PCHS needs to engage the younger alumni and the classes of 1980+. PCHS is coordinating with the Alumni Association to approve Almbase, a robust application that could be added to the PCHS website that acts like a dashboard for all alumni to post notes, reunion announcements, and more. This system integrates with most social media and can serve as the vehicle to engage our alumni with fundraising efforts.

Form a CTE grant committee to maximize CTE opportunities.

A CTE Leadership Committee was formed last year and met twice. This committee was instrumental in completing the Annual Progress Report for last year while the CTE Coordinator took on that responsibility this year.

Collaborate with Chamber of Commerce and other civic and philanthropic groups.

Representatives from PCHS (frequently Mike Rawson and Greg Wood) attend Chamber mixers and have involved several Chamber members on our CTE Advisory Committee and participate in our upcoming Career Day and Fair. Mike Rawson and Pam Magee have also participated in Palisades Optimist Club and Rotary Club meetings and developed a relationship with the American Legion. Through CTE, Mr. Rawson has created partnerships with 20th Century Fox,

UCLA, the financial industry and currently working on alliances with Google, Yahoo, You Tube, Snap Chat and Northrop Grumman.

Increase amount of funds raised by 10% over the prior year. First year fundraising was over \$200,000. This year PCHS has raised over \$450,000 less \$200,000 for restricted gifts and on pace to reach \$300,000. PCHS is focused on developing a more robust grant writing program that could have a significant impact in future years.

Create a culture of giving involving students, staff, and parents. There is a continual effort to involve and engage our students, staff, and parents through announcements and social media posts.

Administer development survey to determine what appeals to potential donors. By recreating a more robust development committee, parents are always a good conduit to the pulse of our parent donors and could provide meaningful input in future campaigns.

Provide Annual Fundraising Report with mid-term update. First Annual Report was published and mailed in November 2017. A complete list of donors was published on the PCHS website in January acknowledging and thanking our donors to date.



PALISADES

CHARTER HIGH SCHOOL

Monitor fundraising activities to ensure compliance with PCHS Fundraising Policy provisions.

The EDP and Director of Development have all the required documents from PCHS 501(c)3 organizations and we will use our new auditors to pursue their annual income statements and tax returns. We created online giving for extra-curricular programs, teachers and athletics, which has eliminated "Go Fund Me" pages and many other fundraisers. All groups are contacting the Director of Development prior to a fundraising activity so that he can assist them and help coordinate their efforts in a more meaningful way.