

**SUBJECT**

Kootenai Bridge Academy Annual Update

**APPLICABLE STATUTE, RULE, OR POLICY**

N/A

**BACKGROUND**

Kootenai Bridge Academy (KBA) is a virtual public charter school authorized by the Public Charter School Commission (PCSC). KBA offers extensive, in-person support to its largely at-risk population of Coeur d' Alene area students in grades 11-12. KBA is beginning its fourth year of operations.

**DISCUSSION**

KBA will update the PCSC on the status of the school.

KBA's [Star Rating](#) for the 2011-12 school year is 1 out of 5. Because KBA serves only students in grades 11-12, the rating does not reflect achievement or growth based on ISAT results. Instead, it is limited to the post-secondary and career-readiness accountability area, in addition to participation.

KBA's low Graduation Rate score (2/10 points) appears to be influenced by the school's reporting of students' grade levels based on biological age rather than credits accumulated. Because the school is designed to offer credit recovery, a high percentage of KBA's students are at-risk and will not graduate on time.

The low Advanced Opportunity score (1/5 points) and College Entrance Placement score (1/5 points) indicate that few KBA students successfully completed AP, IB, dual-credit, or tech prep coursework. KBA offers opportunities to participate in such coursework, but few students take advantage of them.

Additionally, KBA failed to make [AYP](#) in spring 2012 and is in School Improvement Year One on the Third Indicator (graduation). KBA graduated 46.4% of its students, compared to the state goal of 90%. However, the school graduated 63% more students in 2012 than in 2011.

Review of KBA's Measurable Student Educational Standards (MSES) indicates that the school should consider further revisions to this section of the charter, as data to measure most of the standards is inconsistent or unavailable. The board will need to identify the school's definition of academic success and research the best means by which to evaluate progress accordingly.

KBA's facility lease expires in July 2013, and the board is considering options including purchasing the existing facility, extending the lease, and locating a new facility. The school's solid fiscal position contributes to the range of viable possibilities.

**IMPACT**

Information item only.

**STAFF COMMENTS AND RECOMMENDATIONS**

Staff recommends that the PCSC direct KBA's board to develop its academic goals for the school and determine how such goals will be measured, as it is unlikely any state-mandated reporting system will be well-matched to KBA's unique structure.

**COMMISSION ACTION**

Any action would be at the discretion of the PCSC.

**CHARTER SCHOOL DASHBOARD**

**Date:** 8/20/12

**School Name:** Kootenai Bridge Academy

**School Address:** 606 River Ave

**School Phone:** 208-930-4515

**Current School Year:** Data reflects SY 11-12

**School Mission:** Providing bridges to success through education, self-motivation, community responsibility

**CHARTER SCHOOL BOARD**

Board Member Name	Office and Term	Skill Set(s)	Email	Phone
Chad Clifford	Chairman, 2009-2015	CFO, Simplot Corp	pugcda@yahoo.com	660-0366
Buck FitzPatrick	Vice-Chairman, 2009-2015	Principal, ret	Bfitz178@yahoo.com	664-6759
Doug Grace	Secretary, 2009-2015	Principal, ret	dkgrace1969@verizon.net	772-7940
Len Crosby	Finance, 2012-2015	Businessman, ret	crosbylenmary@frontier.com	651-0697
Holly Horton	Parent Liasion,2011-2014	Businesswoman	mihohorton@roadrunner.com	660-3530

**ENROLLMENT**

Grade Level	Current Enrollment	Current ADA	Current Waiting List	Previous Year's Enrollment	Previous Year's ADA
K					
1					
2					
3					
4					
5					
6					
7					
8					

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<b>9</b>					
<b>10</b>					
<b>11</b>	158	117	0	111	87
<b>12</b>	75	57	0	91	70
<b>TOTAL</b>	233	168		203	157

**Student Attrition Rate:** For last year's Dashboard I reported the following: *"It is hard to put a percent on this. We have lots of kids who sign up for a couple weeks and then vanish. We don't count them as enrolled in this situation. Anecdotally, I would say about a third of the kids who apply and have NovaNet accounts created for them disappear. This is just an unfortunate reality given the clientele our school is designed to reach. Every new kid I interview is full of good intentions and brave talk, but many do not follow through. I should also mention that the grade designations in the chart above are somewhat arbitrary as "grade level" is not really a feature of our system per se."* This statement continues to accurately reflect our situation. With the advent of ever more detailed ISEE reporting, I have been working with Michelle Taylor to try to mesh our delivery system with a reporting system that was clearly not designed to accommodate our model. The concept of 13th, 14th and even 15th grade makes sense for students biologically but not for their credit standing. At the time of this writing the SDE is still mulling our best reporting options.

**Is your school planning to increase or decrease enrollment opportunities for the upcoming school year?** We have achieved the equilibrium foretold in last years Dashboard. Our experiment in increased student production requirements has borne fruit and NovaNet production numbers nearly doubled again this year. However, we feel we have hit a plateau given the size of our Staff and facility; any further increase in enrollment would offer diminishing returns to our program design.

**If yes, briefly describe planned enrollment changes, including numbers and grades affected:** As above.

### STUDENT DEMOGRAPHICS

School Year	Hispanic (# and %)	Asian (# and %)	White (# and %)	Black (# and %)	American Indian (# and %)	LEP (# and %)	FRL (# and %)	Special Education (# and %)
<b>Current</b>	7/3%	3 /1.2%	214/91.8%	4/1.7%	5/2.1%	0	*130/56%	13/5.5%
<b>Previous</b>	8/4%	0	191/94.5%	1/.5%	2/1%	0	*60/63%	20/10%

### FACULTY AND STAFF

**Administrator Name(s):** Charles Kenna  
**Administrator's Hire Date:** 8/25/09  
**Administrator Email(s):** kootenaibridgeacademy@gmail.com  
**Current Classified Staff (# FTE):** 3.45  
**Classified Attrition Rate:** NA  
**Current Faculty (# FTE):** 5.45  
**Faculty Attrition Rate:** Mike Baum has moved from Certified to Classified

### EDUCATIONAL PROGRAM

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Did your school make AYP during the last school year? NA

If no, please specify indicator and status:

If no, please describe plan for addressing need:

Was your school selected to participate in NAEP this year? No

#### REPORTING

Date of last programmatic operations audit? 4/10/12

Date submitted to authorizer? 7/2/12

Who performed your most recent programmatic audit? Dianne Demerest/ICSN

Date of most recent fiscal audit? 8/15/11

Date submitted to authorizer? 9/10/11

#### COMMENTS

Please describe any significant changes experienced by your school in the past year:

Len Crosby replaced our outgoing member Bruce Noble in June. Chad Clifford assumed the Chairmanship.

Please describe the greatest successes experienced by your school in the past year: We took a huge gamble by increasing our attendance requirements and it was a raging success. While the higher standard did result in more students being dismissed, overall the total amount of lesson production nearly doubled. The third year of any enterprise is often extremely telling, and we feel like the omens are very positive for KBA as a long term concern based on the continued excellence in school climate we managed this year. **While our ADA was up only marginally, we experienced a 63% increase in Graduates.**

Please describe any challenges you anticipate during the upcoming year:

ISAT scores continue to be an issue with us. The only group of kids who we can absolutely force to take it and take it seriously are graduating Seniors, and so this year we amended our Charter to make their success the primary benchmark of our effectiveness. Still, with such a wildly variable population, any degree of certainty in this area is hard to come by. **That said, we DID achieve our Educational goal in Tab 4 of 90% or better success rate among non-IEP graduating Seniors.** We have also found the ISEE reporting system a major challenge to deal with; it seems the standards for this system are a constantly moving target, and with such a small admin team, all of whom wear many hats, we spend what we feel is an inordinate amount of time trying to provide the data the State requires. We worry that if things keep changing next year as they have this year with layer upon additional layer of reporting required we are going to reach a tipping point of sacrificing time that could and should be spent on more student centered activities. Naturally, this is like complaining about gravity, we will deal with it, but there are times we wonder if we don't need to hire an additional staff person just to deal with reporting, which would mean 10% of our staff did nothing but deal with that one issue, not efficient or consistent with our philosophy. Lastly, Mike Baum is retiring from Certified to Classified and we have replaced him with a full time Certified classroom instructor.

Please add any additional information of which you would like to make your authorizer aware :

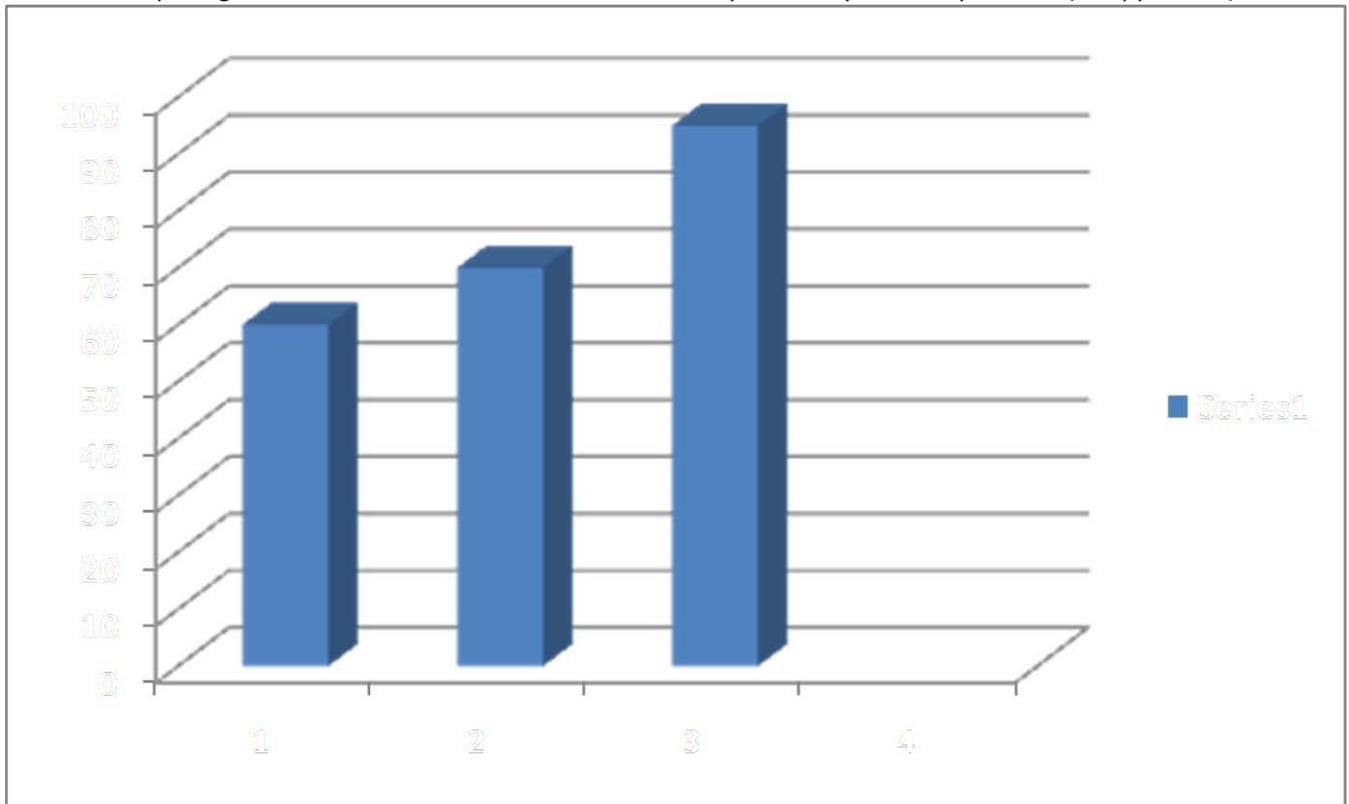
With the construction project by the City adjacent to our building complete, we are in the process of negotiating the purchase of our building with the owner. We are also in the process of investigating other properties to compare their prices. The owner invested significant funds into upgrading the building when he purchased it 10 years or so ago, but real estate prices have since declined and he is "into" the building for around \$80-\$100K more than it is currently assessed at. However, the location

of the building is such that there is an inherent value in it's geographic location alone on the Education Corridor, to say nothing of our established presence here, the costs that would be associated with moving and the apparent lack of a suitable replacement location. Our lease expires in July of 2013, so it will be the primary focus of the Board over the next 6 months to study this issue in depth and make a judgement on the wisdom of purchasing the building, extending the lease or re-locating.

**REQUIRED ATTACHMENTS**

Most recent ISAT, IRI, DWA, and DMA results (as applicable) [See below](#)

Chart comparing ISAT, IRI, DWA, and DMA scores over the past four years of operation (as applicable)



**ISAT SCORES BY YEAR % SUCCESS: Y1=58%, Y2= 66%, Y3= 91%**

Goals attainment report comparing the measurable student educational standards in your charter to actual results.

**TAB 4**

**A. Measurable student education standards 33-5205(3)(b)**

KBA's goal is to accomplish these educational goals annually:

Students at KBA will show annual academic improvement as measured by:

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- 90% of Graduating Seniors without IEPs will receive a score of proficient or above in all required subjects as measured by the Idaho Standards Achievement Test (ISAT) or in any assessment of the Common Core Standards that succeeds the ISAT. **As above.**
- 75% of students will achieve satisfactory or above in core subjects as measured by assessment tools, such as, but not limited to culminating portfolios, assignments, quizzes and tests.
- 90% of all students will attain a proficiency level of 80% or better on all NovaNET curriculum.

**Both Goals above are an automatic feature of our system; Students are not awarded a grade of less than a B save only in the rarest of cases amounting to less than 2% of credits awarded.**

- 80% of all students will complete a minimum of four (4) lessons per regular session.
- 85% of all students will complete a minimum of 3 core classes and 2 elective credits per semester.
- 70% of students will be online a minimum of 10 hours per week with a progress of a minimum of 16 completed lessons per week.

**Per the discussion of student attrition rate in the Dashboard report above, generating accurate and verifiable data for these goals is problematic given our set up. We have open enrollment throughout the semester, so data that is semester driven is necessarily skewed. Likewise, students who are not dismissed through lack of attendance will necessarily achieve their required number of lessons, which in turn assures they complete their required core and elective credit requirements. I would seek the guidance of Tamara and/or the Commission on the best path forward; it is possible that these goals need to either have their language amended or struck altogether.**

- 100% of all Graduating Seniors will develop and maintain a Senior Project.

**No Senior receives a KBA diploma without first completing their Senior Project either here or at another accredited school.**

Written response to recommendations from most recent programmatic operations audit. **(See Attached)**

Most recent parent/stakeholder satisfaction survey results **(See Attached)**. **PLEASE NOTE: Our parent survey results for 2012 are not yet available as we have switched formats from a paper/mail in**

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format to an online format, the window for which has not yet closed. The new format/provider is an experiment which we hope leads to great things for all stakeholder involvement and for compliance with new laws regarding teacher evaluation.

Budget actuals for most recent month-end (See Attached). Budget numbers reported on the 2 year Budget Template reflect the most recent month end actuals. Also, a third tab was added that includes our account totals for checking and savings.

Budget estimates for remainder of current year, and fiscal outlook for next year (See Attached) Budget numbers reported on the 2 Year Budget Template include projected fiscal outlook for next year.

ENTER SCHOOL NAME AND SUBMISSION DATE OF COMPLETED TEMPLATE	Proposed (Board Approved Budget for Fiscal Year)	Actual (Through Most Recent Month End)	Projected (Anticipated Year-End Numbers)	Percentage Used (Actual / Proposed)	Notes
<b>REVENUE</b>					
Salary Apportionment	\$626,923.00	\$736,019.33	\$736,019.33	117.40%	
Benefit Apportionment	\$73,865.00	\$84,915.61	\$84,915.61	114.96%	
Entitlement	\$280,652.00	\$274,764.00	\$274,764.00	97.90%	215 students at 80% attendance for an ADA of 172 equalling 14.3 support unit:
State Transportation				#DIV/0!	
Lottery				#DIV/0!	
Other State Funds (Specify)				#DIV/0!	
Special Ed - Regular	\$52,152.00	\$52,152.00	\$52,152.00	100.00%	Federal Funds that we have until Fall of 2013 to spend
Special Ed - ARRA				#DIV/0!	
Title I				#DIV/0!	
Federal Title I Funds : ARRA				#DIV/0!	
Medicaid Reimbursement				#DIV/0!	
Title IIA				#DIV/0!	
Local Revenue (Specify)				#DIV/0!	
Federal Startup Grant				#DIV/0!	
Other Grants (Specify)				#DIV/0!	
Fundraising				#DIV/0!	
Interest Earned				#DIV/0!	
Other (Specify)			\$11,936.00	#DIV/0!	Other State Revenue (Math/Science, Classroom Technology)
Other (Specify)				#DIV/0!	
<b>TOTAL REVENUE</b>	<b>\$1,033,592.00</b>	<b>\$1,147,850.94</b>	<b>\$1,159,786.94</b>	<b>111.05%</b>	
<b>EXPENDITURES</b>					
<b>100 Salaries</b>					
Teachers	\$255,000.00	\$180,130.92	\$191,512.66	70.64%	
Special Education	\$40,000.00	\$35,400.75	\$38,619.00	88.50%	
Instructional Aides	\$27,000.00	\$18,329.23	\$18,329.23	67.89%	Special Ed using Fed Funds
Classified/Office	\$116,000.00	\$88,875.15	\$95,984.35	76.62%	
Administration	\$118,000.00	\$79,962.63	\$87,231.96	67.76%	
Maintenance				#DIV/0!	
Other (Specify)	\$40,000.00	\$30,039.13	\$32,769.96	75.10%	Guidance Counselor
Other (Specify)				#DIV/0!	
<b>Total Salaries</b>	<b>\$596,000.00</b>	<b>\$432,737.81</b>	<b>\$464,447.16</b>	<b>72.61%</b>	
<b>200 Employee Benefits</b>					
PERSI/FICA/Benefits	\$193,652.00	\$162,750.21	\$174,840.50	84.04%	
Other (Specify)				#DIV/0!	
<b>Total Benefits</b>	<b>\$193,652.00</b>	<b>\$162,750.21</b>	<b>\$174,840.50</b>	<b>84.04%</b>	
<b>300 Purchased Services</b>					
Management Services				#DIV/0!	
Staff Dev/Title IIA	\$5,000.00	\$490.66	\$490.66	9.81%	
Legal Pub/Advertising	\$5,000.00	\$1,546.43	\$1,546.43	30.93%	
Legal Services	\$7,000.00	\$1,742.50	\$1,742.50	24.89%	
Special Education	\$26,182.00	\$5,059.25	\$5,059.25	19.32%	
Liability & Property Ins	\$6,000.00	\$4,604.00	\$4,604.00	76.73%	
Substitute Teachers				#DIV/0!	
Board Expenses	\$10,000.00	\$779.27	\$779.27	7.79%	
Computer Services	\$44,532.00	\$3,942.00	\$3,942.00	8.85%	
Transportation				#DIV/0!	
Travel	\$4,000.00	\$1,780.08	\$1,780.08	44.50%	
Other (Specify)	8000	2942.09	2942.09	10.31%	Student Activities
Other (Specify)	\$154,000.00	\$15,883.30	\$15,883.30	#REF!	Administrative and Business Operations- memberships, audits, graduation, etc...
<b>Total Services</b>	<b>\$269,714.00</b>	<b>\$38,769.58</b>	<b>\$38,769.58</b>	<b>14.37%</b>	
<b>Facilities</b>					
Building Lease	\$52,500.00	\$52,500.00	\$52,500.00	3.32%	
Land Lease				#DIV/0!	
Modular Lease				#DIV/0!	
Utilities, Phones, Lndscp	\$13,000.00	\$7,674.34	\$7,674.34	0.00%	

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Site Preparation				#DIV/0!	
Other (Specify)	\$71,978.00	\$12,516.09	\$12,516.09	5.48%	Janitorial Services
Other (Specify)	\$15,000.00	\$4,543.81	\$4,543.81	0.00%	Misc Grounds and Buiing Services
Total Facilities	\$152,478.00	\$77,234.24	\$77,234.24	50.65%	
<b>400 Supplies and Maintenance</b>					
Textbooks	\$8,000.00	\$2,102.78	\$2,102.78	26.28%	
School Supplies	\$365,687.00	\$16,270.85	\$16,270.85	4.45%	Student, Admin, Business, Graduation,
Power School				#DIV/0!	
Custodial Supplies	\$15,000.00	\$1,059.00	\$1,059.00	7.06%	
Other (Specify)	\$60,000.00	\$38,435.75	\$38,435.75	64.06%	Educational and Remedial Software
Other (Specify)				#DIV/0!	
Total Supplies	\$448,687.00	\$57,868.38	\$57,868.38	12.90%	
<b>500 Capital Objects</b>					
Furniture				#DIV/0!	
Technical AV Equipment				#DIV/0!	
Other (Specify)	\$210,769.00			0.00%	State revenue in case we needed to buy unplanned computers and/or furniture
Other (Specify)	\$59,000.00			0.00%	Albertsons Funds in case we needed any remodels done or student equipment
Other (Specify)	\$6,000.00			0.00%	SpEd Funds incase we needed received a student with unforeseen disabilities that may require new equipment
Other (Specify)				#DIV/0!	
Total Capital Objects	\$275,769.00	\$0.00	\$0.00	0.00%	
<b>Debt Service</b>					
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Total Debt Service	\$0.00	\$0.00	\$0.00	#DIV/0!	
<b>Grant Purchases</b>					
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Total Grant Purchases	\$0.00	\$0.00	\$0.00	#DIV/0!	
Reserve Fund				#DIV/0!	
Building Fund				#DIV/0!	
<b>Total Expenses</b>	\$1,936,300.00	\$769,360.22	\$813,159.86	39.73%	
Carryover from Previous FY	\$902,708.00	\$902,708.00	\$902,708.00	100.00%	
<b>Reserve/(Deficit)</b>	\$0.00	\$1,281,198.72	\$1,249,335.08	#DIV/0!	

ENTER SCHOOL NAME AND SUBMISSION DATE OF COMPLETED TEMPLATE	Proposed Budget	Notes		
<b>REVENUE</b>				
Local Revenue				
<b>State Revenue</b>				
Entitlement	\$281,796.00	215 students at 80% attendance for an ADA of 172 equalling 14.3 support units		
<b>Wages</b>				
Administration	\$43,747.71			
Teachers	\$555,425.74			
Classified	\$101,194.55			
Medicaid				
Benefit	\$104,675.00			
Transportation				
<b>Federal Revenue</b>				
Title I				
Special Ed	\$32,676.00			
Title II				
Startup Grant				
Other Sources (Specify)				
Other Sources (Specify)				
Other Sources (Specify)				
Total Revenue before holdback	\$1,119,515.00			
<b>PROPOSED HOLDBACK</b>				
		Holdbacks should be estimated at a minimum of 5% - 5.5% for FY 2011.		
Teacher Salaries				
Classified Salaries				
Admin Salaries				
Benefits				
Entitlement				
Transportation				
Total Holdback	\$0.00			
Total Revenue after holdback	\$1,119,515.00			
<b>EXPENDITURES</b>				
<b>100 Salaries</b>				
Teachers	\$326,049.00			
Admin	\$120,000.00			
Classified	\$117,113.00			
Special education	\$67,887.00	State and Federal Funds		
Other (Specify)	\$35,000.00	Guidance Counselor		
Other (Specify)				
Total Salaries	\$666,049.00			
<b>200 Benefits</b>				
Benefit Dollars	\$91,200.00			
PERSI/Payroll taxes	\$106,778.00			
Other (Specify)				
Total Benefits	\$197,978.00			
<b>300 Purchased Services</b>				
Transportation				
Special Education	\$10,000.00			
Proctor costs	\$300.00			
Legal	\$6,000.00			
Insurance	\$6,000.00			
Copier Lease				
Printer Lease				
Facility Lease	\$54,060.00			
Utilities	\$9,000.00			
Professional Development	\$59,688.00			
Technology	\$6,000.00			
Management Services				

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Legal Publications/Advertising	\$3,000.00			
Substitute Teachers				
Board Expenses	\$8,000.00			
Other (Specify)	\$43,000.00			
Other (Specify)	\$8,000.00	Student Activities		
<b>Total Purchased Services</b>	<b>\$213,048.00</b>			
<b>Supplies &amp; Materials</b>				
Teacher/Classroom	\$135,000.00			
Office	\$15,700.00	Administrative and Business Operations- memberships, audits, graduation, etc...		
Janitorial	\$6,000.00			
Textbooks	\$8,000.00			
Other (Specify)				
Other (Specify)				
<b>Total Supplies &amp; Materials</b>	<b>\$164,700.00</b>			
<b>Grant Expenditures</b>				
Specify				
Specify				
Specify				
<b>Total Grant Expenditures</b>	<b>\$0.00</b>			
<b>Capital Outlay</b>				
<b>Total Capital Outlay</b>	<b>\$877,686.50</b>	Possible Building Purchase. Replacement of half of student/staff computers if needed		
<b>Debt Retirement</b>				
<b>Total Debt Retirement</b>	<b>\$0.00</b>			
<b>Insurance &amp; Judgements</b>				
<b>Total Insurance &amp; Judgements</b>	<b>\$0.00</b>			
<b>Transfers</b>				
<b>Total Transfers</b>	<b>\$0.00</b>			
<b>Contingency Reserve</b>	<b>\$0.00</b>			
<b>Building Fund</b>	<b>\$0.00</b>			
<b>Total Expenditures</b>	<b>\$2,119,461.50</b>			
<b>Carryover from Previous FY</b>	<b>\$1,249,335.08</b>	Reflects projected reserve/(deficit) from "current year" worksheet		
<b>Reserve/(Deficit)</b>	<b>\$249,388.58</b>			

# RECOMMENDATIONS/RESPONSES KOOTENAI BRIDGE ACADEMY

## Goal One Recommendations:

Complete board evaluation to help inform board continuous development. Each Board Member filled out a self-evaluation.

Taking advantage of relocation of receptionist to increase her work flow and supporting her efforts to attend to confidentiality. The remodel was complete before the beginning of school and has been a great enhancement. The design allows Jen to still talk with the kids but increases needed privacy and security.

Is your student data system adequate to inform decisions. NovaNet continues to be our primary mode of instruction, as well as our primary method of reporting attendance and output. Our student data base has gone through several upgrades this year to keep pace with more detailed reporting requirements from ISEE. We have tightened up our monitoring of ISAT scores. We also have a much more robust system of tracking the post-secondary plans of our graduates. All of these systems continue to become increasingly integrated and refined.

Could a sign in sheet in the lab increase safety in the event of an evacuation. A daily sign in sheet was deemed impractical. Instead, we have created an emergency sign out sheet. After students have left the building in case of evacuation, a roster will be created so Staff is aware of who was physically present for the evacuation.

In the context of orienting new board member, revisit the roles of the board and administration. Trustee Horton has upgraded the Board manual from a variety of angles including this one.

The board might consider an opportunity to review the successes of these first two years and create the vision for the next five or more years. As you consider, why buy the building – what will it mean for your future. The area around our school is about to undergo profound changes in street design and traffic flow. Until this construction was complete, the cost of the building and even what property might be available was unknowable. The plan to purchase the building will be taken up next year when the project is final. Preliminary numbers on the cost benefit ratio of owning vs. renting have already been generated for a period extending

over the next 11 years, but at present too many variables remain for a truly informed decision to be considered.

Define your stakeholders more clearly so that you can be more strategic about gathering information. Policy has been developed on this point and added to the Board Manual.

Positive fiscal audit. Develop 5 year plan and have effective strategy for post Charter Program grant. A 5 year budget was developed and submitted to the Board, ICSN and the SCPCS.

## **Goal Two Recommendations:**

Continue to use data to inform the program and student progress. As above.

It appears that Nova Net is light on writing and we encourage staff to continue to explore additional opportunities to provide writing support especially to students heading to college. This has continued to pose a dilemma for our delivery system. In the late Fall, we contracted with Study Island to assist us in ISAT remediation. They also have a writing element that we intend to explore to offer as an elective credit next year. Our increased knowledge of the plans of this years Juniors/next years Seniors in regards to college will assist in assigning this elective to prepare them.

Insufficient data available to assess mastery of education goals in the charter; might consider looking at what data is available to describe progress on those. Tab 4 of the charter was amended this Fall. Our new goals are simpler to monitor; in addition, our data analysis across the board has improved.

Stakeholders identify many areas of growth among students that support their lifelong learning (responsibility, confidence, self- esteem) that are critical to their success. Maybe worth quantifying. The qualities mentioned are inherently difficult to quantify. However, we have begun requiring all graduates to fill out an exiting survey that invites input on open ended questions such as these.

Review building safety, sign in if needed, fire drills, etc. As above.

Continue to develop the role of the counselor in the school as you work with students on their future plans. Steve was the author of the exiting survey mentioned above. He took the lead on Staff Development in reviewing/leading discussions on our reading assignment, The Second Family. He has also vastly increased the amount of information available on the school website for job fairs and post-secondary opportunities. With our small staff and expanded enrollment, his primary function remains working with the kids on the floor, but his second year has seen a major expansion in his delivery as a Guidance Counselor.

### **Goal Three Recommendations:**

Explore additional opportunities for communication with stakeholders who are asking for that. This Fall we created a Gmail list for all parents. This has been an extremely useful tool for direct communication. We also began to publish a monthly Newsletter online to keep parents informed on school activities. We have expanded our Facebook “Friend” base, primarily with students, which is also very effective. We have also kept up with our previous methods of communication through NovaNet bulletins and that old standby, the telephone.

Work to more clearly define your stakeholders so that you can capture opportunities to engage them in various ways. **As Above.**

Explore the student data system for student and parent communication. **As Above.**

Continue annual surveys for stakeholder feedback and consider exploring some issues more deeply. Might consider utilizing outside resource to get a different perspective on stakeholder surveys. **The annual surveys have continued, augmented by the student exiting survey.**

Consider additional outreach to broader community to build the visibility of the school. While this point was indeed considered, our enrollment was sufficient that recruitment was not a problem; if anything, too many applicants was the problem. Increasing the school’s “visibility” does not inherently advance our Mission Statement when considering that we are already running at maximum capacity. Additionally, given the reality of the politics surrounding our formation, “out of sight, out of mind” is, in our estimation, a superior short term strategy.

### **Goal Four Recommendations:**

Continue opportunities for reflection and feedback as well as data informed decision making. The new State requirements regarding administration of the SAT, the COMPASS or the ACCUPLACER to all Juniors has greatly increased our understanding of where our students are going after earning their diploma with us. This in turn has led to a great deal of reflection about how best to not only be a dropout recovery program, but also a program that supports post-secondary education. Unfortunately, due to our small staff size, heightened enrollment and the time it has taken to meet these new requirements, we are still processing this information, and, indeed, at the time of this writing, we have yet to have any of our students take any of these tests. We anticipate an avalanche of fresh data for us to process in the next school year.

Continue to develop the document that outlines your strategic plan, seeks the input of all stakeholders and has clearly measurable outcomes. This is indeed a work in progress. The ambiguity surrounding our purchase of the building as described above impedes significant progress on the most profound strategic issue facing our program. The yearly if not monthly

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changes in ISEE reporting requirements and State requirements for testing likewise offer a moving target on meaningful strategic planning. Finally, the transition from NCLB/ISAT testing to the CCSS model will offer both opportunities and challenges. As we complete our 3<sup>rd</sup> year of operations, we are “fully hatched”, and can now start to sort through a body of data reflecting where we have been and plan more realistically on where we are going. As an administrator, I feel that our program continues to mature and that as the substance of our history increases so too will the institutional wisdom that will guide our future.

Board development plan will have positive impact school-wide as governance continues to be strengthened. As above. Additionally, we are in the process of seeing our first Board Member retire and are in the process of interviewing a replacement who will assume his or her duties in June of 2012. Going forward, as KBA continues to build momentum, new Board Members will enter into a milieu that enjoys a necessarily higher efficiency than that we were able to offer when we were just starting out. As our school continues to refine its delivery and efficiency, our Governance structure will certainly do so as well.

Consider investing in consultant to help set up more sophisticated data system that will be able to provide evidence of growth and student change. Another area that has not seen extensive progress since our last audit as we grappled with issues that presented a higher level of priority. While our financial situation is comfortable, I am not sure what I would have to pay an outside consultant to try to bring all the disparate elements of our model together, particularly since, as mentioned above, the definition of success and compliance continues to morph. I suspect it would be the work of hundreds of hours. That said, a fresh set of eyes from an outside perspective would be a worthy contribution and one we will keep in mind.

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2011 - 2012 Star Rating Results		
Kootenai Bridge Academy (470) / Kootenai Bridge Academy School (1232)		
<b>OVERALL STAR RATING</b>		
1 star		
20 out of 100 points		
<b>POST SECONDARY</b>		
Content Area	Points Earned	Points Eligible
Graduation	2	10
Advanced Opportunity	1	5
College Entrance Placement	1	5
<b>Percentage of points:</b>		
4 / 20 = 20.0%		
<b>Total points for this area:</b>		
20 / 100		
<b>PARTICIPATION</b>		
Was participation met? Yes		