

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 9-12. KBA recently completed its fifth year of operations.

DISCUSSION

KBA has provided a written update regarding the status of the school.

KBA received a Star Rating of 1 out of 5 for both [2012](#) and [2013](#). However, due to KBA's structure and transitional student population, the school had limited data available for inclusion in the Star Rating calculation. For both years, the only data included was in the Post Secondary Readiness category. For 2012, three indicators had adequate data; for 2013, only two indicators were evaluated. No proficiency or growth data was included in the ratings, making it difficult to fully evaluate the school's academic success through this model.

KBA continues to operate with a substantial fiscal reserve. In FY13, the school had a single-year loss of approximately \$273,000, resulting from board's decision to spend some of KBA's savings to purchase the school's existing facility and a nearby lot (for increased parking). Despite this, the school ended FY13 with a carryover of approximate \$870,000. KBA had a FY14 surplus of over \$192,000 and the school ended FY14 with an approximately 1 million dollar carryover.

IMPACT

Information item only.

STAFF COMMENTS AND RECOMMENDATIONS

Staff has no comments or recommendations.

COMMISSION ACTION

Any action would be at the discretion of the PCSC.

**Idaho Public Charter School Commission
Site Visit Report**

School	Kootenai Bridge Academy (KBA)
Address	606 River Avenue, Coeur d'Alene, ID 83814
Date of Site Visit	April 24, 2014
PCSC Staff Present	Alison Henken, Charter Schools Program Manager
Board Member(s) Interviewed	Holly Horton, Vice Chair Len Crosby, Treasurer
Administrator(s) Interviewed	Charles Kenna, Principal
Business Manager / Clerk Interviewed	Dodi Jordan, Director of Finance
Other Stakeholder(s) Interviewed	Teachers and Staff (4)

Board Member(s) Interview

Holly Horton, Vice Chair, and Len Crosby, Treasurer, participated in the interview. The board members described the mission and vision of the school to provide options for students who don't fit in the traditional public school model and give them the chance to build confidence in their skills and themselves so they can succeed. The board described changes that have happened in the past year, including the board adding two new members and the purchase of the school's facility and a nearby property for parking.

The board members stated that they have a "great" relationship with KBA's Administrator, Charles Kenna. They feel that Mr. Kenna and the staff are collaborative and that Mr. Kenna does an excellent job of keeping the board informed. Ms. Horton and Mr. Crosby described the ideal division of roles and responsibilities between the board and administration, with the board creating policy and ensuring the school is financially stable while the administration fulfills the mission, runs the organization, oversees the staff, interfaces with parents, and communicates with the board. They believe they are very close to this ideal, but stated that they feel they could do better at long-term strategic planning at the board level.

Board training for KBA has included participation in ISBA and ICSN trainings (webinars and some in-person) and opportunities for board members to attend national conferences. Board training is not currently a part of board meetings, but the members felt that it may not be necessary because they don't see dysfunction on the board. Board members fill out an annual survey, but in the past, the board has not had a self-evaluation discussion related to the survey results.

When asked about their concerns for the school, the board members responded that they feel that finances and operations are in good shape, but their main concern is how the school's academics will be judged / measured. They stated that they understand the importance of academics, but feel that KBA has students with multiple problems so they are not confident that the school's successes will show up in the manner the state wants. Overall, they are concerned about how alternative schools will be measured in the future.

Administrator(s) Interview

Charles Kenna, Administrator, and Dodi Jordan, Director of Finance, participated in the interview. In reflecting on changes at the school in the past year, they noted that though the school's model and implementation has not changed much, they have been working to figure out how to make their model work with the expectations of the state. This includes adjusting to the Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBA), the school's required Turnaround Plan with the State Department of Education (SDE), and the development of the

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performance certificate with the PCSC. They expressed that they are continuing to try to work more efficiently. Mr. Kenna also reported that the school is considering implementing a new junior project (in addition to the school's senior project) in 2014-2015 to extend the school's post-secondary preparation activities to juniors.

When asked how they measure success at KBA, Mr. Kenna responded that the number of students who graduate is the school's number one indicator. Other indicators of success identified by Mr. Kenna and Ms. Jordan include the school's financial stability and legal compliance, how well the school is doing at keeping up with changes at the state level, whether students are showing up and being productive (in terms of work / lesson completion), and if the school climate is good and students seem happy.

In describing the school's climate, Mr. Kenna and Ms. Jordan stated that there are never more than 30 students in the lab, which is staffed by four (4) teachers, so students are able to get individual attention. Approximately two-thirds of the school's enrolled students come to the lab at KBA at least once per week. Mr. Kenna and Ms. Jordan believe that students feel comfortable, safe, and welcomed at the facility and that they will both give and are given respect there. Overall, they feel that KBA is a familial environment and that the staff are good at and very committed to what they do in working with this population of students.

Mr. Kenna feels that the relationship between the board and administration is excellent and expressed that he admires the board. The school has had only two new board members in the past five years; both changes were a result of members retiring or completing their term. Ms. Jordan agreed with Mr. Kenna and added that she believes that the board is well-balanced in regards to skills and personalities and that the board and administration have a transparent, positive relationship. In describing the division of roles between the two entities, Mr. Kenna and Ms. Jordan stated that the board oversees strategic planning, finances, and keeping the school legally compliant, while the administration is given the responsibility of handling day-to-day operations.

When asked if they have concerns about the school's academics, operations, or finances, Mr. Kenna and Ms. Jordan responded that they feel comfortable with where the school is operationally and financially. Their number one concern is how the state will measure what the school is doing academically and whether they will get recognized in a way that allows KBA to continue providing services.

Business Manager / Clerk Interview

Dodi Jordan, Director of Finance, participated in the interview. Ms. Jordan stated that she is feeling good about KBA's finances. The school always tries to keep six to nine months of operating expenses in reserves. Additionally, she anticipates the school will have a surplus in FY14.

Ms. Jordan drafts the school's budget each year, and then reviews the proposed / anticipated changes (in revenue or expenses) with the school's administrator, Charles Kenna. They then have a question and answer session with the Board of Directors before the board does further consideration / adoption of the budget. To be conservative, Ms. Jordan usually estimates enrollment at 0.2 to 0.3 support units fewer than the previous year (unless there is a clear trend from several years of data). She monitors the school's budget and finances on a regular basis. Bills are entered as they're paid and monthly spending is compared to both Ms. Jordan's monthly estimates and the budget. Monthly financial reports are provided to the board.

Staff / Teacher Meeting

The PCSC staff member had the opportunity to meet with four (4) KBA teachers and staff. Below are the questions presented to the staff and their summarized responses.

How can KBA improve? What can the school do better?

- We could improve organization and efficiency of how we do standardized and college-prep testing (how we run it, getting kids here, etc.)
- We could continue to improve our process for figuring out how to classify a student (in terms of what grade they're in)
- We still lose some students (they enroll and then disappear / drop-out) and we could probably do a better job trying to hold on to them even through it can be hard to track them down
- We could do better at making sure students understand what they need to do to graduate, go on, etc.; we're hoping to begin to address this through the addition of the junior project

Describe the professional development you receive. How frequent is it? Is it effective?

- We have collaboration time on Fridays- during these meetings, we can bring up issues and find solutions together; if someone has an idea or comes across something they think can help our students, they'll talk everyone through it
- Last year, some teachers went to the National Charter School Conference
- If we hear about a conference or presentation, we are given the opportunity to go; if we voice an interest, it's supported

What do you like about working at this school? What's going well?

- Seeing kids who, based on their background, are struggling and unlikely to graduate come here, do well, and graduate and do something productive with their lives-- it's cool to be a part of that
- The relationship and connection we can build with students since it's a small environment;
- The ability to help students individually (in the lab) for as long as they need; getting to help students in various subjects and aid them in learning to help themselves
- Working with people (staff) who we like and who are like-minded and want to help kids; there is a real team feel and comradery here
- The flexible scheduling for staff and the effort that everyone makes to work with each other to figure out scheduling

Documents Review

Finances

The FY13 end-year finances and FY14 year-to-date finances were reviewed in person. Questions were answered by Dodi Jordan, Director of Finance. Due to KBA's facility purchase in FY13, the school decreased its carryover by approximately \$273,000, ending the year with a total carryover of approximately \$869,000. KBA anticipates a surplus this year; Ms. Jordan projected that the school will end FY14 with approximately a 1 million dollar carryover. Appropriate budgeting and monitoring seems to be taking place, and at this time, there are no concerns about the school's finances or the documentation that was reviewed.

Special Education Files

Three (3) special education files were selected at random for review by the PCSC staff member. The files were complete; all IEPs were up-to-date, including LRE documentation and clear accommodations. Eligibility reports were included in all files. The organization of the files was somewhat inconsistent; one file was very well-organized, one was slightly less so (some documents were loose and not in the appropriate sections), and one file lacked consistent, clear organization. However, given that all of the school's files had the necessary documentation, this does not present a significant concern at this time.

The PCSC staff member also had the opportunity to speak with the Special Education Coordinator, Marcia Dettman. She reflected that one of the challenges of her job is navigating the fine line between providing students with help and support and encouraging them to gain independence and believe they can do things on their own. To ensure that IEPs are implemented, particularly given KBA's virtual / blended model, Ms. Dettman contacts students weekly to check-in on their work and attendance and see if they need any assistance. Additionally, special education students are highly encouraged to come into the lab to work so support can be provided. Students are encouraged to become self-advocates and to call if they need help or support getting through a lesson.

Classroom Observations

Though KBA is a virtual school, the PCSC staff member did have the opportunity to observe students working in the computer lab at the facility. There were approximately 10 to 15 students in the lab at varying times during the visit. Students were observed up close and from a distance, and all appeared to be engaged in learning. Three (3) teachers and one (1) special education paraprofessional were in the lab and available to assist students. The teachers sometimes walked around to check on students; at other times, they sat at their desks with an eye on the floor and waited for students to request help. While the nature of virtual schooling makes it difficult to confidently judge the quality of teaching at learning taking place at KBA, at this time, the PCSC staff member does not have significant concerns about the work taking place in KBA's lab.

Summary

Strengths

- The school is financially stable
- The board and administrator report having a strong working relationship
- The large on-site lab and available teachers ensure that KBA students have access to the support they need; KBA reports that approximately two-thirds of their students come to the lab at least once per week
- Teachers report feeling a strong comradery amongst staff and believe that KBA is helping students who have struggled significantly elsewhere

Challenges or Areas for Improvement

- Assessing the strength of KBA's academic outcomes is difficult given the school's model and student demographics; the school received a 1 Star Rating for 2012 and 2013, but had minimal data available for calculations
- The board training and evaluation process at KBA seems to be relatively undefined and may benefit from further development

Concerns

- The PCSC staff member did not have any significant concerns as a direct result of the school's site visit. However, though the PCSC staff member is hopeful that the PCSC's alternative school performance framework will improve the PCSC's ability to assess KBA's academic outcomes; the long-term challenge of collecting and analyzing an adequate sample of data remains a concern.

Possible Charter Amendments

- KBA's board and administration has not communicated an intention to propose any significant charter amendments in the near future.

Recommendations

- PCSC staff recommends that the KBA board and administration review the school's current board training and evaluation practices and consider developing and implementing a more comprehensive board training and evaluation plan.

Materials or Follow-up Requested of the School

Nothing additional was requested of the school.

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CHARTER SCHOOL DASHBOARD

Date: 7/11/14

School Name: Kootenai Bridge Academy
School Address: 637 N. Park Dr, Coeur d'Alene, Idaho, 83814
School Phone: (208) 930-4515
Current School Year: 2013-14

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
Holly Horton	Vice Chairman 2011-2014	Businesswoman	mihohorton @roadrunner.com	660-3530
Doug Grace	Secretary, 2009-2015	Principal, ret	dkgrace1969@verizon.net	772-7940
Len Crosby	Finance, 2012-2015	banker and financial consultant	crosbylenmary @frontier.com	651-0697
Larry Bieber	Parent Liasion, 2014 - 2017	Educator, NIC	bieb47@msn.com	208-691-8916

ENROLLMENT

Grade Level	Current Year's Enrollment Projection	Current Enrollment	Current Waiting List	Previous Year's Enrollment Projection	Previous Year's Enrollment	Previous Year's ADA
9		0			22	
10		16			78	
11		58			107	
12		159			82	
TOTAL		233			289	Units: 14.65

Note: Since we have open enrollment throughout the year, enrollment projections are not something we generate a numeric value for. We anticipate our enrollment numbers will stay steady at the same level as the last three years.

STUDENT DEMOGRAPHICS (Final 2013-2014)

School Year	Hispanic (# and %)	Asian (# and %)	White (# and %)	Black (# and %)	American Indian (# and %)	LEP (# and %)	FRL (# and %)	Special Education (# and %)
Current	5/2%	0	222/95.2%	4/1.7%	2/.08%	0	140/60%	25/10.7%
Previous	7/2.4%	3/1%	270/93.4%	4/1.3%	5/1.7%	0	173/60%	13/5.5%

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FACULTY AND STAFF

Administrator's Name(s): Charles Kenna
Administrator's Hire Date: 8/29/09
Administrator Email(s): kootenaibridgeacademy@gmail.com

Business Manager's / Clerk's Name: Dodi Jordan
Business Manager's / Clerk's Date: 8/29/09
Administrator Email(s): kootenaibridgeacademy@gmail.com

Current Classified Staff (# FTE): 4
Current Faculty (# FTE): 5.45

EDUCATIONAL PROGRAM

Does your school have an active improvement plan in place / on file with the SDE? Yes
Does your school currently have a school improvement status with the SDE? Yes
If yes, please specify your school's status (Focus, Priority): Year One Turnaround

COMMENTS (optional)

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

Our main change was completion of our Performance Contract and our entry into the WISE Tool/SIP system. Both of these efforts are going to shape our program going forward in significant ways and will represent a fair amount of time and commitment. We look forward to the challenge!

Please describe the greatest successes experienced by your school in the past year:

Passing our 5th year in operation was a major milestone. We feel we are now in a place where school climate is sufficiently strong that it shapes the kids upon arrival instead of the other way around. This is no small thing considering the troubled nature of the majority of our clientele. We are now able to help more dropouts/discipline problems more efficiently, which is the definition of success for a program like ours.

Please describe any challenges you anticipate during the upcoming year:

Working out the details of our SIP and Performance Contract are easily the biggest items on our horizon. Our new assessments on the Performance Contract will require a major overhaul of our Senior Project and will in fact suggest the creation of a Junior Project. Other than *that*...well, one can never anticipate the unexpected, of course. All of the basic structures of the school – staffing, enrollment, finance, Board oversight and school climate – are sound. We are hopeful that the SDE will arrive at a decision regarding our Star system rating and our status as an Alternative school in the late Fall.

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

After having purchased our building last year and having acquired the neighboring plot for additional parking, we feel we are in a perfect place to continue fulfilling our mission. It is possible that our next step might be to construct a multi-purpose room that would attach to our main building and make use of some unused footage on our new lot. This would be with an eye toward facilitating the long and arduous administration of the SBAC. Since we have only one effective computer lab, running normal school operations and having a "quiet zone" for testing – especially testing that by report will go on for hours and hours - are at times in conflict. Additional floor space might be an answer to this problem.

REQUIRED ATTACHMENT

PCSC Budget Template, showing your FY14 financials.

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KOOTENAI BRIDGE ACADEMY --- FY14 BUDGET SUMMARY

ACCOUNT DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
REVENUE							
414100 Tuition	-	-	-	-		-	
415000 Earnings on Investments	-	-	908.87	(908.87)		908.87	
416100 School Food Service	-	-	-	-		-	
416200 Meal sales: non-reimbursable	-	-	-	-		-	
416900 Other Food Sales	-	-	-	-		-	
417100 Admissions / Activities	-	-	-	-		-	
417200 Bookstore Sales	-	-	-	-		-	
417300 Clubs / Organization Fees, etc.	-	-	-	-		-	
417400 School Fees & Charges/Fundraising	-	-	-	-		-	
417900 Other Student Revenue	-	-	-	-		-	
419100 Rentals	-	-	-	-		-	
419200 Contributions/Donations	-	-	-	-		-	
419900 Other Local Revenue	-	-	-	-		-	
431100 Base Support Program	983,916.00	1,113,906.00	1,083,807.68	30,098.32	97%	1,113,906.00	
431200 Transportation Support	-	-	-	-		-	
431400 Exceptional Child Support	-	-	-	-		-	
431600 Tuition Equivalency	-	-	-	-		-	
431800 Benefit Apportionment	115,389.00	103,940.81	100,822.59	3,118.22	97%	103,940.81	
431900 Other State Support	-	-	-	-		-	
437000 Lottery / Addtl State Maintenance	-	3,606.00	3,606.00	-	100%	3,606.00	
439000 Other State Revenue	-	3,749.00	3,749.00	-	100%	3,749.00	
442000 Indirect Unrestricted Federal	-	-	-	-		-	
443000 Direct Restricted Federal	-	-	-	-		-	
445000 Title I - ESEA	-	-	-	-		-	
445500 Child Nutrition Reimbursement	-	-	-	-		-	
445600 Title VI-B IDEA	52,186.00	52,186.00	52,186.00	-	100%	52,186.00	
445900 Other Indirect Restricted Federal	-	-	-	-		-	
451000 Proceeds	-	-	-	-		-	
460000 Transfers In	-	-	-	-		-	
TOTAL REVENUE	\$1,151,491.00	\$1,277,387.81	\$1,245,080.14	\$32,307.67	97%	\$1,278,296.68	

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KOOTENAI BRIDGE ACADEMY --- FY14 BUDGET SUMMARY

ACCOUNT DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
EXPENDITURES							
100 SALARIES	755,090.00	755,090.00	552,993.23	202,096.77	73%	648,999.73	
200 EMPLOYEE BENEFITS	262,000.00	262,000.00	199,964.85	62,035.15	76%	234,822.34	
300 PURCHASED SERVICES	317,799.00	319,799.00	104,422.70	215,376.30	33%	101,846.33	
400 SUPPLIES	228,164.00	228,439.00	60,831.88	167,607.12	27%	58,707.88	
500 CAPITAL OUTLAY	236,000.00	236,000.00	54,236.75	181,763.25	23%	11,564.50	
600 DEBT RETIREMENT	45,000.00	45,000.00	30,263.76	14,736.24	67%	30,263.76	
700 INSURANCE	-	-	3,012.00	(3,012.00)		-	
920000 TRANSFERS OUT	-	-	-	-		-	
TOTAL EXPENDITURES	\$1,844,053.00	\$1,846,328.00	\$1,005,725.17	\$840,602.83	54%	\$1,086,204.54	
TOTAL FUND REVENUES OVER EXPENDITURES	(\$692,562.00)	(\$568,940.19)	\$239,354.97			\$192,092.14	
TOTAL BEGINNING BALANCE (All Funds)	\$872,013.00	\$872,013.00	\$872,013.00			\$872,013.00	
TOTAL CHANGES (All Funds)	(\$773,978.00)	(\$650,356.19)	\$239,354.97			\$192,092.14	
ENDING BALANCE (All Funds)	\$98,035.00	\$221,656.81	\$1,111,367.97			\$1,064,105.14	

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KOOTENAI BRIDGE ACADEMY --- FY14 BUDGET SUMMARY

ACCOUNT DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
CHANGES IN FUND BALANCE BY FUND							
100 Beginning Fund Balance	\$720,760.00	\$720,760.00	\$720,760.00			\$720,760.00	
100 Changes in Fund Balance	(\$625,000.00)	(\$499,103.19)	\$227,742.18			\$184,606.80	
100 Ending Fund Balance	\$95,760.00	\$221,656.81	\$948,502.18			\$905,366.80	
231 Beginning Fund Balance	\$148,330.00	\$148,330.00	\$148,330.00			\$148,330.00	
231 Changes in Fund Balance	(\$146,055.00)	(\$148,330.00)	(\$13,367.74)			(\$13,367.74)	
231 Ending Fund Balance	\$2,275.00	\$0.00	\$134,962.26			\$134,962.26	
257 Beginning Fund Balance	\$2,923.00	\$2,923.00	\$2,923.00			\$2,923.00	
257 Changes in Fund Balance	(\$2,923.00)	(\$2,923.00)	\$24,980.53			\$20,853.08	
257 Ending Fund Balance	\$0.00	\$0.00	\$27,903.53			\$23,776.08	

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KOOTENAI BRIDGE ACADEMY --- FY14 GENERAL FUND 100

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
REVENUE								
100.414100	Tuition				-			
100.415000	Earnings on Investments			908.87	(908.87)		908.87	
100.417100	Admissions / Activities				-			
100.417200	Bookstore Sales				-			
100.417300	Clubs / Organization Dues, etc.				-			
100.417400	School Fees & Charges				-			
100.417900	Other Student Revenue				-			
100.419100	Rentals				-			
100.419200	Contributions/Donations				-			
100.419900	Other Local Revenue				-			
100.431100	Base Support	983,916.00	1,113,906.00	1,083,807.68	30,098.32	97%	1,113,906.00	
100.431200	Transportation Support				-			
100.431400	Exceptional Child Support				-			
100.431600	Tuition Equivalency				-			
100.431800	Benefit Apportionment	115,389.00	103,940.81	100,822.59	3,118.22	97%	103,940.81	
100.431900	Other State Support				-			
100.437000	Lottery / Addtl State Maintenance		3,606.00	3,606.00	-	100%	3,606.00	
100.439000	Other State Revenue		3,749.00	3,749.00	-	100%	3,749.00	
100.442000	Indirect Unrestricted Federal				-			
100.443000	Direct Restricted Federal				-			
100.445900	Other Indirect Restricted Federal				-			
100.460000	Transfers In				-			
TOTAL GENERAL FUND REVENUES		\$1,099,305.00	\$1,225,201.81	\$1,192,894.14	32,307.67	97%	\$1,226,110.68	
EXPENDITURES								
100.517100	Alternative School Program Salaries	375,500.00	375,500.00	233,331.40	142,168.60	62%	279,397.66	
100.517200	Alternative School Program Benefits	120,000.00	120,000.00	86,920.68	33,079.32	72%	103,625.08	
100.517300	Alternative School Program Purchased Services	32,615.00	32,615.00	2,656.55	29,958.45	8%	2,656.55	
100.517400	Alternative School Program Supplies	65,000.00	65,000.00	46,273.72	18,726.28	71%	46,273.72	
100.517500	Alternative School Program Capital Outlay	30,000.00	30,000.00		30,000.00	0%		
100.517600	Alternative School Program Debt Retirement				-			
100.517700	Alternative School Program Insurance				-			

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KOOTENAI BRIDGE ACADEMY --- FY14 GENERAL FUND 100

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
100.521100	Exceptional Child Salaries	53,000.00	53,000.00	45,889.49	7,110.51	87%	54,404.21	
100.521200	Exceptional Child Benefits	25,000.00	25,000.00	22,935.18	2,064.82	92%	26,973.70	
100.521300	Exceptional Child Purchased Services	30,000.00	30,000.00	8,143.97	21,856.03	27%	8,143.97	
100.521400	Exceptional Child Supplies	15,000.00	15,000.00	1,055.41	13,944.59	7%	1,055.41	
100.521500	Exceptional Child Capital Outlay	4,000.00	4,000.00	-	4,000.00	0%		
100.521600	Exceptional Child Debt Retirement				-			
100.521700	Exceptional Child Insurance				-			
100.541100	Summer School Program Salaries	48,000.00	48,000.00	45,174.48	2,825.52	94%	45,174.48	
100.541200	Summer School Program Benefits	11,000.00	11,000.00	8,745.83	2,254.17	80%	8,745.83	
100.541300	Summer School Program Purchased Services	5,000.00	5,000.00	-	5,000.00	0%	-	
100.541400	Summer School Program Supplies	5,000.00	5,000.00	-	5,000.00	0%		
100.541500	Summer School Program Capital Outlay				-			
100.541600	Summer School Program Debt Retirement				-			
100.541700	Summer School Program Insurance				-			
Subtotals: Instruction		819,115.00	819,115.00	501,126.71	317,988.29	61%	576,450.61	
100.611100	Attendance-Guidance-Health Salaries	37,000.00	37,000.00	34,408.32	2,591.68	93%	40,143.04	
100.611200	Attendance-Guidance-Health Benefits	6,000.00	6,000.00	2,861.51	3,138.49	48%	3,300.21	
100.611300	Attendance-Guidance-Health Purchased Services	5,000.00	5,000.00	-	5,000.00	0%		
100.611400	Attendance-Guidance-Health Supplies	5,000.00	5,000.00	-	5,000.00	0%		
100.611500	Attendance-Guidance-Health Capital Outlay				-			
100.611600	Attendance-Guidance-Health Debt Retirement				-			
100.611700	Attendance-Guidance-Health Insurance				-			
100.623100	Instruction-Related Technology Salaries				-			
100.623200	Instruction-Related Technology Benefits				-			
100.623300	Instruction-Related Technology Purchased Services	15,000.00	15,000.00	6,404.00	8,596.00	43%	6,404.00	
100.623400	Instruction-Related Technology Supplies	15,000.00	15,000.00	2,489.00	12,511.00	17%	2,489.00	
100.623500	Instruction-Related Technology Capital Outlay	15,000.00	15,000.00		15,000.00	0%		
100.623600	Instruction-Related Technology Debt Retirement				-			
100.623700	Instruction-Related Technology Insurance				-			
100.631100	Board of Education Program Salaries				-			
100.631200	Board of Education Program Benefits				-			
100.631300	Board of Education Program Purchased Services	15,000.00	15,000.00	3,185.90	11,814.10	21%	3,185.90	
100.631400	Board of Education Program Supplies	4,000.00	4,000.00		4,000.00	0%		
100.631500	Board of Education Program Capital Outlay				-			
100.631600	Board of Education Program Debt Retirement				-			
100.631700	Board of Education Program Insurance				-			

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KOOTENAI BRIDGE ACADEMY --- FY14 GENERAL FUND 100

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
100.632100	District Administration Program Salaries				-			
100.632200	District Administration Program Benefits				-			
100.632300	District Administration Program Purchased Services	30,000.00	30,000.00	13,907.92	16,092.08	46%	13,907.92	
100.632400	District Administration Program Supplies	10,000.00	10,000.00	133.84	9,866.16	1%	133.84	
100.632500	District Administration Program Capital Outlay	5,000.00	5,000.00		5,000.00	0%		
100.632600	District Administration Program Debt Retirement				-			
100.632700	District Administration Program Insurance				-			
100.641100	School Administration Program Salaries	151,590.00	151,590.00	135,424.67	16,165.33	89%	159,839.07	
100.641200	School Administration Program Benefits	59,000.00	59,000.00	48,256.11	10,743.89	82%	57,483.89	
100.641300	School Administration Program Purchased Services	20,000.00	20,000.00	14,427.86	5,572.14	72%	14,427.86	
100.641400	School Administration Program Supplies	20,000.00	20,000.00	4,529.63	15,470.37	23%	4,529.63	
100.641500	School Administration Program Capital Outlay	5,000.00	5,000.00	799.00	4,201.00	16%	799.00	
100.641600	School Administration Program Debt Retirement				-			
100.641700	School Administration Program Insurance				-			
100.651100	Business Operation Program Salaries	60,000.00	60,000.00	46,013.09	13,986.91	77%	54,565.49	
100.651200	Business Operation Program Benefits	22,000.00	22,000.00	15,791.85	6,208.15	72%	18,836.49	
100.651300	Business Operation Program Purchased Services	25,000.00	25,000.00	8,285.72	16,714.28	33%	8,285.72	
100.651400	Business Operation Program Supplies	4,000.00	4,000.00	99.35	3,900.65	2%	99.35	
100.651500	Business Operation Program Capital Outlay				-			
100.651600	Business Operation Program Debt Retirement				-			
100.651700	Business Operation Program Insurance				-			
100.656100	Administrative Technology Service Salaries				-			
100.656200	Administrative Technology Service Benefits				-			
100.656300	Administrative Technology Service Purchased Services	15,000.00	15,000.00		15,000.00	0%		
100.656400	Administrative Technology Service Supplies	8,000.00	8,000.00		8,000.00	0%		
100.656500	Administrative Technology Service Capital Outlay	10,000.00	10,000.00		10,000.00	0%		
100.656600	Administrative Technology Service Debt Retirement				-			
100.656700	Administrative Technology Service Insurance				-			
100.661100	Buildings - Care Program Salaries				-			
100.661200	Buildings - Care Program Benefits				-			
100.661300	Buildings - Care Program Purchased Services	32,000.00	32,000.00	26,356.62	5,643.38	82%	26,356.62	
100.661400	Buildings - Care Program Supplies	10,000.00	10,000.00	1,463.51	8,536.49	15%	1,463.51	
100.661500	Buildings - Care Program Capital Outlay				-			
100.661600	Buildings - Care Program Debt Retirement				-			
100.661700	Buildings - Care Program Insurance	-	-	3,012.00	(3,012.00)			

August 12, 2014

KOOTENAI BRIDGE ACADEMY --- FY14 GENERAL FUND 100

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
100.664100	Maintenance - Student Occupied Salaries				-			
100.664200	Maintenance - Student Occupied Benefits				-			
100.664300	Maintenance - Student Occupied Purchased Services	10,100.00	10,100.00	7,029.43	3,070.57	70%	7,029.43	
100.664400	Maintenance - Student Occupied Supplies	10,000.00	10,000.00	116.04	9,883.96	1%	116.04	
100.664500	Maintenance - Student Occupied Capital Outlay	30,000.00	30,000.00	10,765.50	19,234.50	36%	10,765.50	
100.664600	Maintenance - Student Occupied Debt Retirement				-			
100.664700	Maintenance - Student Occupied Insurance				-			
100.665100	Maintenance - Grounds Salaries				-			
100.665200	Maintenance - Grounds Benefits				-			
100.665300	Maintenance - Grounds Purchased Services	7,084.00	7,084.00	511.00	6,573.00	7%	511.00	
100.665400	Maintenance - Grounds Supplies	2,000.00	2,000.00	117.00	1,883.00	6%	117.00	
100.665500	Maintenance - Grounds Capital Outlay				-			
100.665600	Maintenance - Grounds Debt Retirement				-			
100.665700	Maintenance - Grounds Capital Insurance				-			
100.667100	Security Program Salaries				-			
100.667200	Security Program Benefits				-			
100.667300	Security Program Purchased Services	9,000.00	9,000.00	2,576.37	6,423.63	29%		
100.667400	Security Program Supplies	2,000.00	2,000.00	2,124.00	(124.00)	106%		
100.667500	Security Program Capital Outlay	5,000.00	5,000.00	-	5,000.00	0%		
100.667600	Security Program Debt Retirement				-			
100.667700	Security Program Insurance				-			
Subtotals: Support Services		678,774.00	678,774.00	391,089.24	287,684.76	58%	434,789.51	
100.810300	Capital Assets - Student Occupied Purchased Services				-			
100.810400	Capital Assets - Student Occupied Supplies				-			
100.810500	Capital Assets - Student Occupied Capital Outlay	100,000.00	100,000.00	42,672.25	57,327.75	43%		
100.811300	Capital Assets - Non-Student Occupied Purchased Services				-			
100.811400	Capital Assets - Non-Student Occupied Supplies				-			
100.811500	Capital Assets - Non-Student Occupied Capital Outlay				-			
100.911500	Principal Capital Outlay				-			
100.911600	Principal Debt Retirement	35,000.00	35,000.00	8,255.76	26,744.24	24%	8,255.76	
100.912500	Interest Capital Outlay				-			
100.912600	Interest Debt Retirement	10,000.00	10,000.00	22,008.00	(12,008.00)	220%	22,008.00	
100.913500	Refunded Debt Capital Outlay				-			
100.913600	Refunded Debt - Debt Retirement				-			
Subtotals: Non-Instruction		145,000.00	145,000.00	72,936.01	72,063.99	50%	30,263.76	

August 12, 2014

KOOTENAI BRIDGE ACADEMY --- FY14 GENERAL FUND 100

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
100.920000	Transfers Out				-			
100.950000	Contingency Reserve	81,416.00	81,416.00	-	81,416.00	0%		
Subtotals: Other		81,416.00	81,416.00	-	81,416.00	0%	-	
TOTAL GENERAL FUND EXPENDITURES		\$1,724,305.00	\$1,724,305.00	\$965,151.96	\$759,153.04	56%	\$1,041,503.88	
TOTAL GENERAL FUND REVENUES OVER EXPENDITURES		(\$625,000.00)	(\$499,103.19)	\$227,742.18			\$184,606.80	
	BEGINNING FUND BALANCE (July 1, 2013)	\$720,760.00	\$720,760.00	\$720,760.00			\$720,760.00	
	CHANGES IN FUND BALANCE	(\$625,000.00)	(\$499,103.19)	\$227,742.18			\$184,606.80	
	ENDING FUND BALANCE AS OF _____	\$95,760.00	\$221,656.81	\$948,502.18			\$905,366.80	

August 12, 2014

KOOTENAI BRIDGE ACADEMY --- FY14 FUND 231 (ALBERTSONS)

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
REVENUE								
23X.419200	Contributions/Donations				-			
23X.419900	Other Local Revenue				-			
23X.460000	Transfers In				-			
TOTAL FUND REVENUE		\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	
EXPENDITURES								
23X.517100	Alternative School Program Salaries				-			
23X.517200	Alternative School Program Benefits				-			
23X.517300	Alternative School Program Purchased Services	40,000.00	42,000.00	10,937.36	31,062.64	26%	10,937.36	
23X.517400	Alternative School Program Supplies	25,000.00	25,275.00	2,430.38	22,844.62	10%	2,430.38	
23X.517500	Alternative School Program Capital Outlay	20,000.00	20,000.00		20,000.00	0%		
23X.517600	Alternative School Program Debt Retirement				-			
23X.517700	Alternative School Program Insurance				-			
23X.611100	Attendance-Guidance-Health Salaries				-			
23X.611200	Attendance-Guidance-Health Benefits				-			
23X.611300	Attendance-Guidance-Health Purchased Services	5,000.00	5,000.00		5,000.00	0%		
23X.611400	Attendance-Guidance-Health Supplies	5,000.00	5,000.00		5,000.00	0%		
23X.611500	Attendance-Guidance-Health Capital Outlay				-			
23X.611600	Attendance-Guidance-Health Debt Retirement				-			
23X.611700	Attendance-Guidance-Health Insurance				-			
23X.621100	Instruction Improvement Salaries				-			
23X.621200	Instruction Improvement Benefits				-			
23X.621300	Instruction Improvement Purchased Services	12,000.00	12,000.00		12,000.00	0%		
23X.621400	Instruction Improvement Supplies	13,055.00	13,055.00		13,055.00	0%		
23X.621500	Instruction Improvement Capital Outlay				-			
23X.621600	Instruction Improvement Debt Retirement				-			
23X.621700	Instruction Improvement Insurance				-			

August 12, 2014

KOOTENAI BRIDGE ACADEMY --- FY14 FUND 231 (ALBERTSONS)

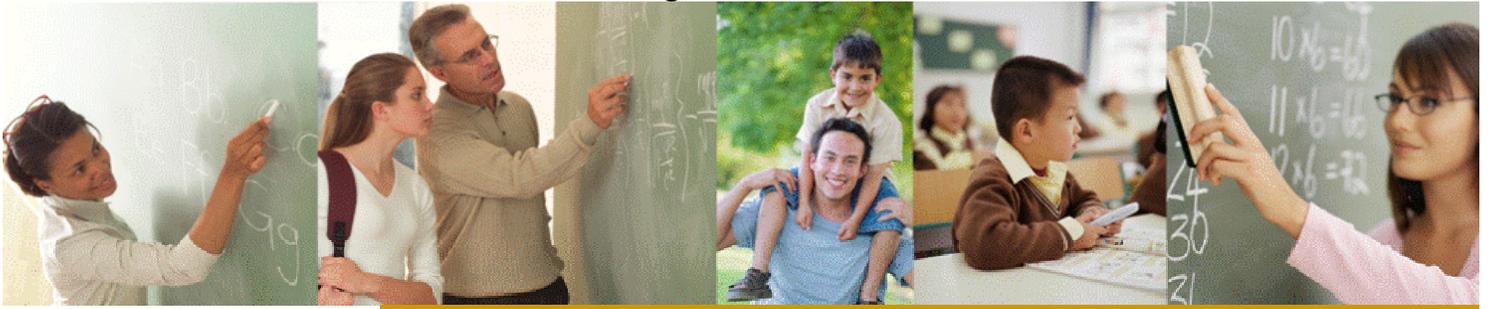
ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
23X.656100	Administrative Technology Service Salaries				-			
23X.656200	Administrative Technology Service Benefits				-			
23X.656300	Administrative Technology Service Purchased Services	3,000.00	3,000.00		3,000.00	0%		
23X.656400	Administrative Technology Service Supplies	3,000.00	3,000.00		3,000.00	0%		
23X.656500	Administrative Technology Service Capital Outlay	10,000.00	10,000.00		10,000.00	0%		
23X.656600	Administrative Technology Service Debt Retirement				-			
23X.656700	Administrative Technology Service Insurance				-			
23X.667100	Security Program Salaries				-			
23X.667200	Security Program Benefits				-			
23X.667300	Security Program Purchased Services	5,000.00	5,000.00		5,000.00	0%		
23X.667400	Security Program Supplies	5,000.00	5,000.00		5,000.00	0%		
23X.667500	Security Program Capital Outlay				-		-	
23X.667600	Security Program Debt Retirement				-		-	
23X.667700	Security Program Insurance				-		-	
23X.920000	Transfers Out				-		-	
TOTAL FUND EXPENDITURES		\$146,055.00	\$148,330.00	\$13,367.74	\$134,962.26	9%	\$13,367.74	
TOTAL FUND REVENUES OVER EXPENDITURES		(\$146,055.00)	(\$148,330.00)	(\$13,367.74)			(\$13,367.74)	
BEGINNING FUND BALANCE (JULY 1, 2013)		\$148,330.00	\$148,330.00	\$148,330.00			\$148,330.00	
CHANGES IN FUND BALANCE		(\$146,055.00)	(\$148,330.00)	(\$13,367.74)			(\$13,367.74)	
ENDING FUND BALANCE AS OF		\$2,275.00	\$0.00	\$134,962.26			\$134,962.26	

August 12, 2014

KOOTENAI BRIDGE ACADEMY --- FY14 FUND 257 (IDEA Part B)

ACCOUNT	DESCRIPTION	ORIGINAL BUDGET	AMENDED / WORKING BUDGET	FYTD ACTIVITY	UNRECEIVED / UNEXPENDED BALANCE	FYTD %	PROJECTED YEAR-END	NOTES
REVENUE								
257.443000	Direct Restricted Federal				-			
257.445600	Title VI-B IDEA Federal Revenue	52,186.00	52,186.00	52,186.00	-	100%	52,186.00	
257.445900	Other Indirect Restricted Federal				-			
257.460000	Transfers In				-			
TOTAL FUND REVENUES		\$52,186.00	\$52,186.00	\$52,186.00	\$0.00	100%	\$52,186.00	
EXPENDITURES								
257.517100	Alternative School Program Salaries	30,000.00	30,000.00	12,751.78	17,248.22	43%	15,475.78	
257.517200	Alternative School Program Benefits	19,000.00	19,000.00	14,453.69	4,546.31	76%	15,857.14	
257.517300	Alternative School Program Purchased Services	2,000.00	2,000.00		2,000.00	0%		
257.517400	Alternative School Program Supplies	2,109.00	2,109.00		2,109.00	0%		
257.517500	Alternative School Program Capital Outlay	2,000.00	2,000.00		2,000.00	0%		
257.517600	Alternative School Program Debt Retirement				-			
257.517700	Alternative School Program Insurance				-			
257.920000	Transfers Out				-			
TOTAL FUND EXPENDITURES		\$55,109.00	\$55,109.00	\$27,205.47	\$27,903.53	49%	\$31,332.92	
TOTAL FUND REVENUES OVER EXPENDITURES		(\$2,923.00)	(\$2,923.00)	\$24,980.53			\$20,853.08	
BEGINNING FUND BALANCE (JULY 1, 2013)		\$2,923.00	\$2,923.00	\$2,923.00			\$2,923.00	
CHANGES IN FUND BALANCE		(\$2,923.00)	(\$2,923.00)	\$24,980.53			\$20,853.08	
ENDING FUND BALANCE AS OF _____		\$0.00	\$0.00	\$27,903.53			\$23,776.08	

August 12, 2014



EDUCATIONAL EFFECTIVENESS SURVEY™

Parent Edition V3.0

Kootenai Bridge Academy

5/23/2013

Sample Size: N= 50



The Center for Educational Effectiveness

Characteristics of High Performing Schools

While most schools focus on the **outcomes** they are reaching for, truly successful schools focus on organizational effectiveness and the programs and systems that drive and sustain improvement in the outcomes. The Educational Effectiveness Survey (EES), was developed to assist schools in continuous, sustainable improvement by helping schools understand their strengths and challenges in the areas known to impact the effectiveness of a school.

While there is no single solution for all schools, research on effective schools has identified 7 - 10 common characteristics of high performing schools (Marzano, 2003). Successful schools and schools engaged in improvement focus on these characteristics to create and improve the system(s) that drive the outcomes

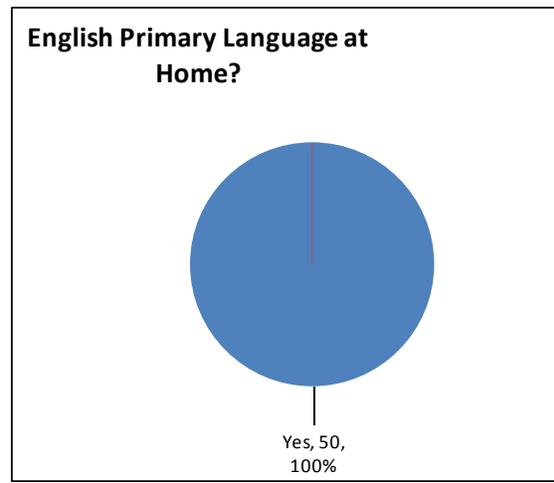
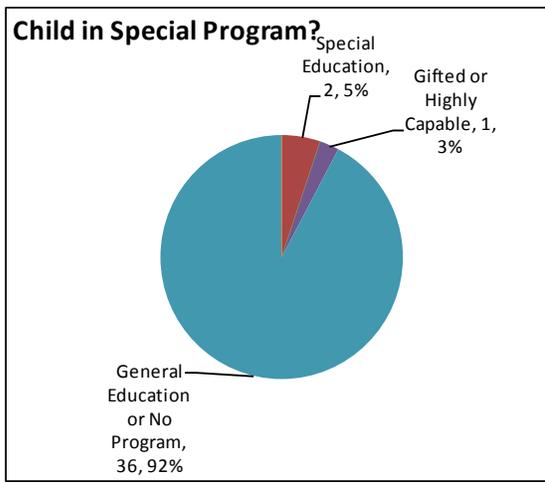
Educational Effectiveness Survey™ Research Views									
Educational Effectiveness Survey (EES): Attributes	Clear and Shared Focus	High Standards and Expectations	Effective Leadership	High Levels of Collaboration and Communication	High Levels of Family and Community Involvement	Supportive Learning Environment	Frequent Monitoring of Teaching and Learning	Focused Professional Development	High Quality Curriculum, Instruction, and Assessment
Nine Characteristics of High Performing Schools (Shannon & Bylsma-WA OSPI)	P	P	P	P	P	P	P	P	P
Characteristics of Improving Districts (Shannon & Bylsma-WA OSPI)	I	I	I	I	I	I	I	I	I
Ten Qualities of Effective School Design (L. Darling-Hammond)	√	√	√	I	√	√	I	√	I
School Turnarounds (Center on Innovation & Improvement)	√	√	√	√	√	I	√	√	√
What Works in Schools (Marzano-ASCD)	√	I	√	√	√	√	√	√	√
Beat The Odds (Morrison Institute for Public Policy)	√	I	√	I	I	I	I	I	I
Turning Around Low Performing Schools (U.S. Dept. of Education)	√	√	√	√	√	√	√	√	√
P: Primary Research Definition					I: Implied				

Demographic Charts

Kootenai Bridge Academy

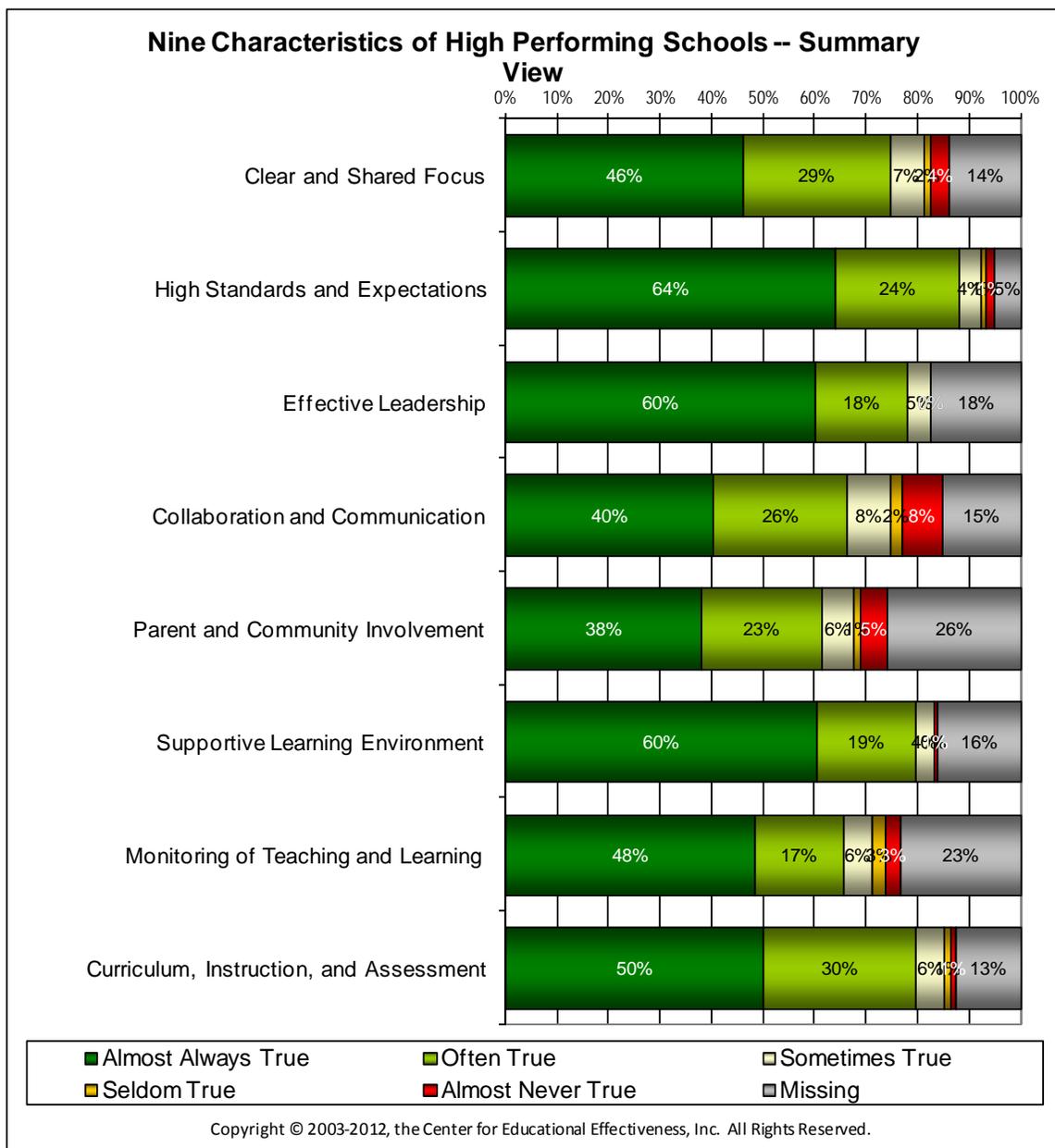
5/23/2013

Sample Size: N= 50



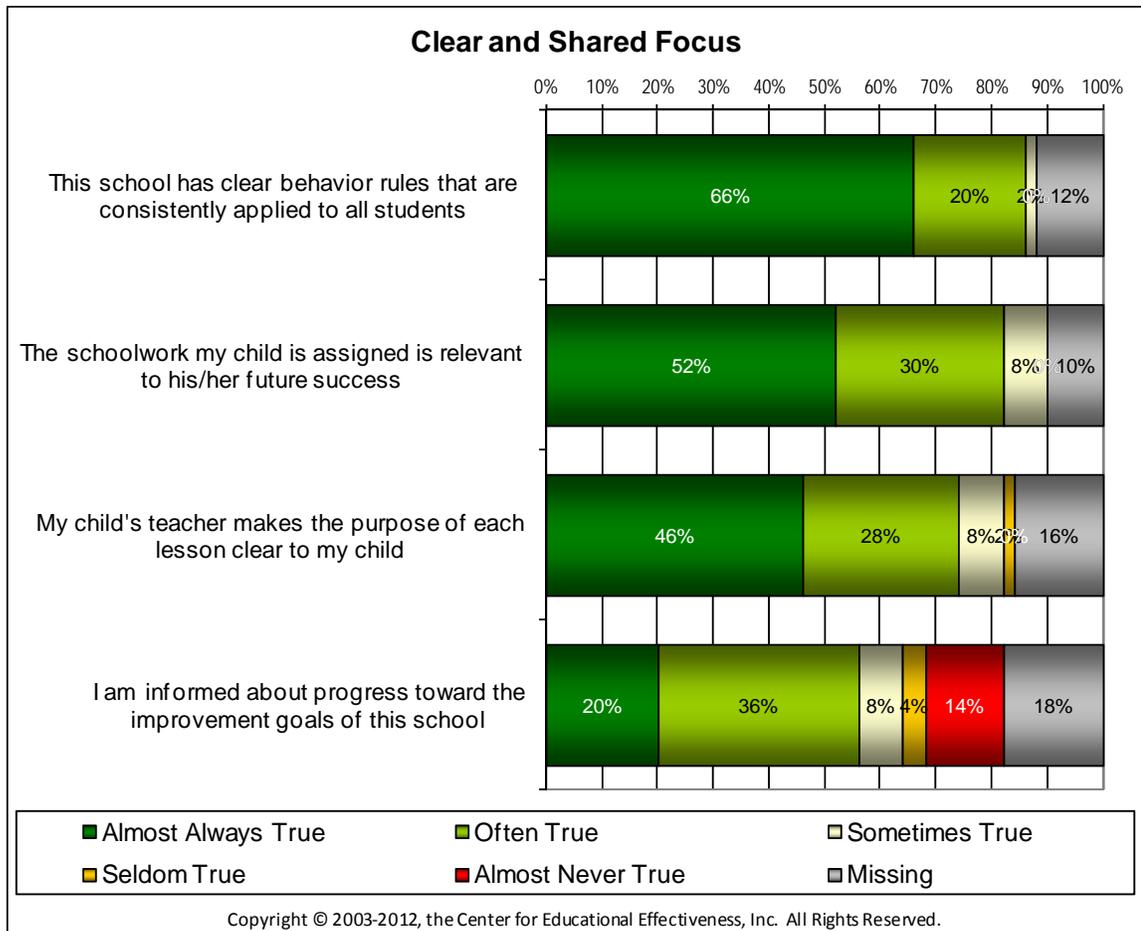
Summary Chart: Overall

This page summarizes your results on the Nine Characteristics of High-Performing Schools. As you look at these categories do you see one or two that indicate real strength as represented in significant green? Do you see one or two that lean more toward the negative values of orange and red? To further understand the meaning of this data you will need to review the breakdown of the individual items which comprise each of these categories. Those pages follow.



Clear and Shared Focus

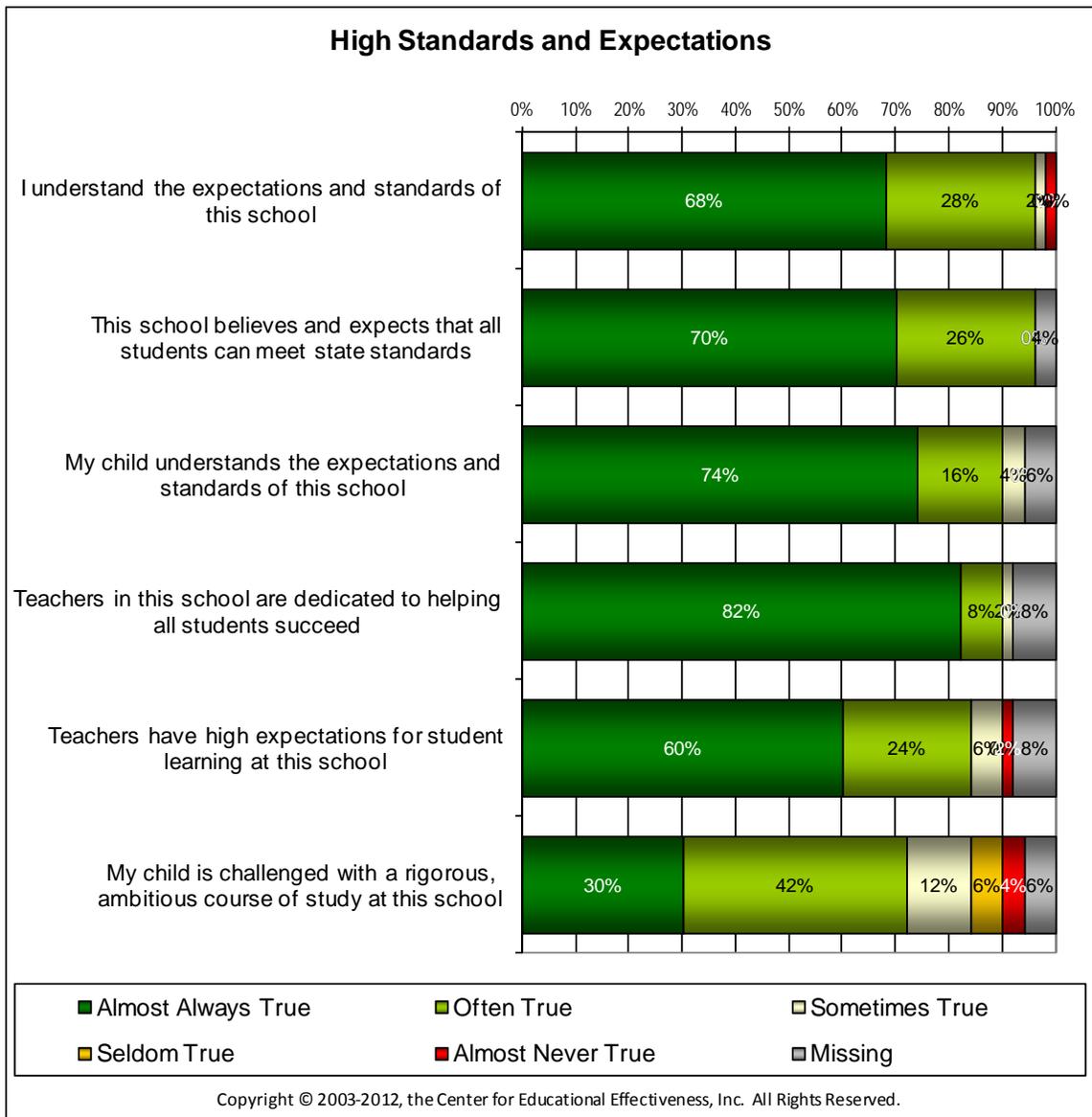
Effective schools are comprised of committed people (adults and students) who passionately embrace the vision and mission of education. They have a commitment to making a difference in the lives of their students and the communities from which they come. These schools are staffed with people whose purpose for working is for those they serve.



High Standards and Expectations

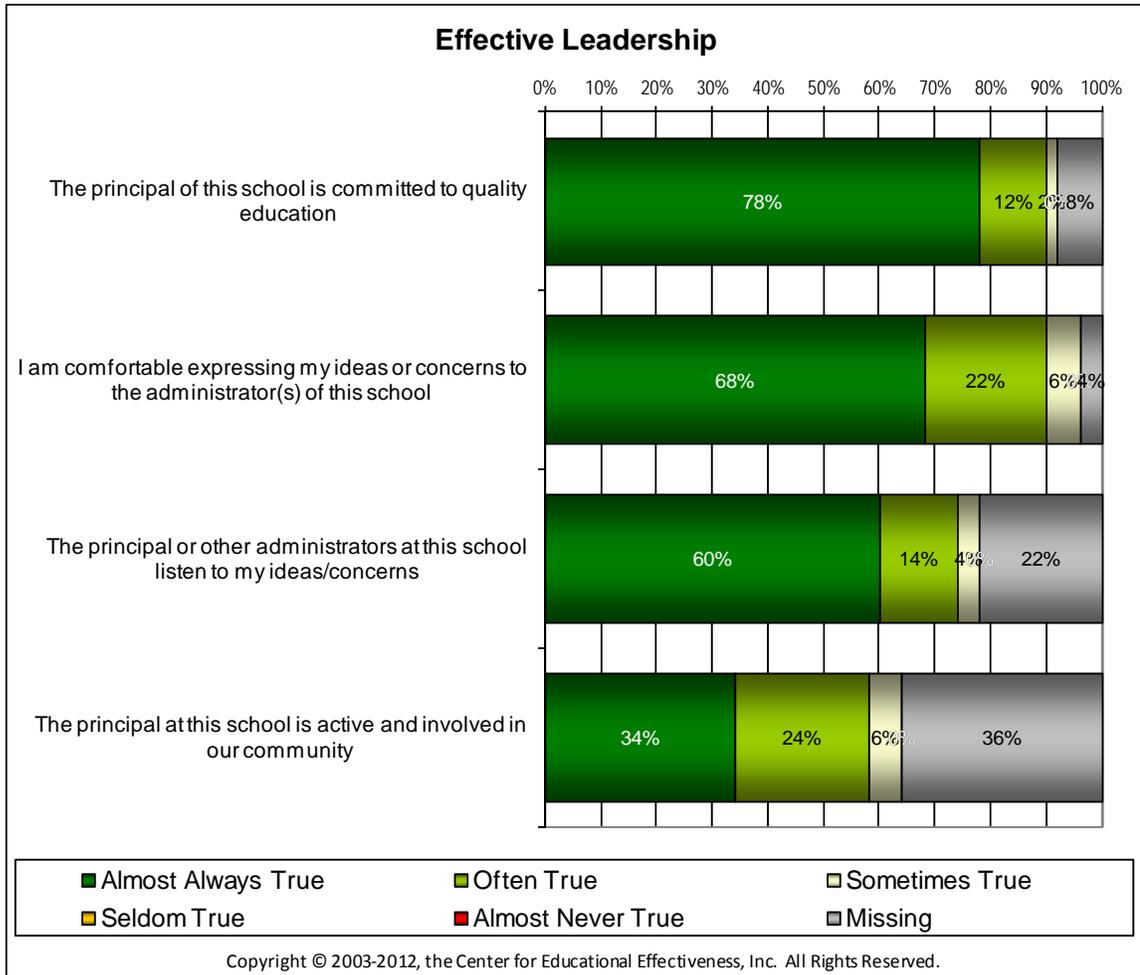
“Excellence” is a reflection of the personal discipline that staff members bring to their work. Schools that place a high emphasis on performance development and have a clear understanding of the distinction between experience and expertise are more likely to experience a commitment from staff to achieving performance excellence.

Teachers and staff believe all students can learn and that they have the skills and systems in place to teach all students. They hold one another accountable for student learning.



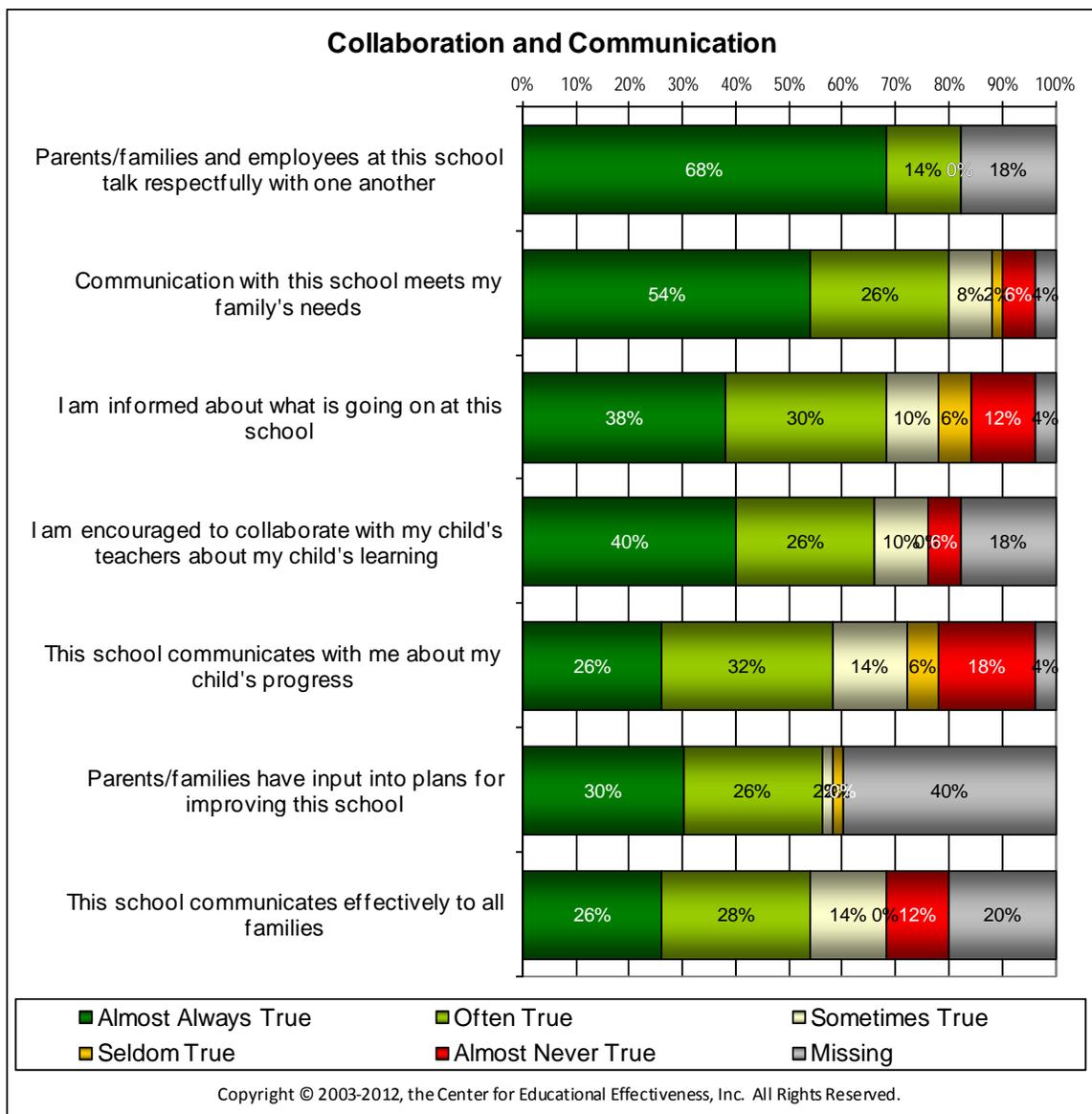
Effective Leadership

Effective leaders are committed to the core values of the school and district, and provide feedback and encouragement to achieve performance excellence. Effective leaders bring maturity, good judgment, strategic and critical thinking to the process of creating within the organization they lead, the increased capacity for success.



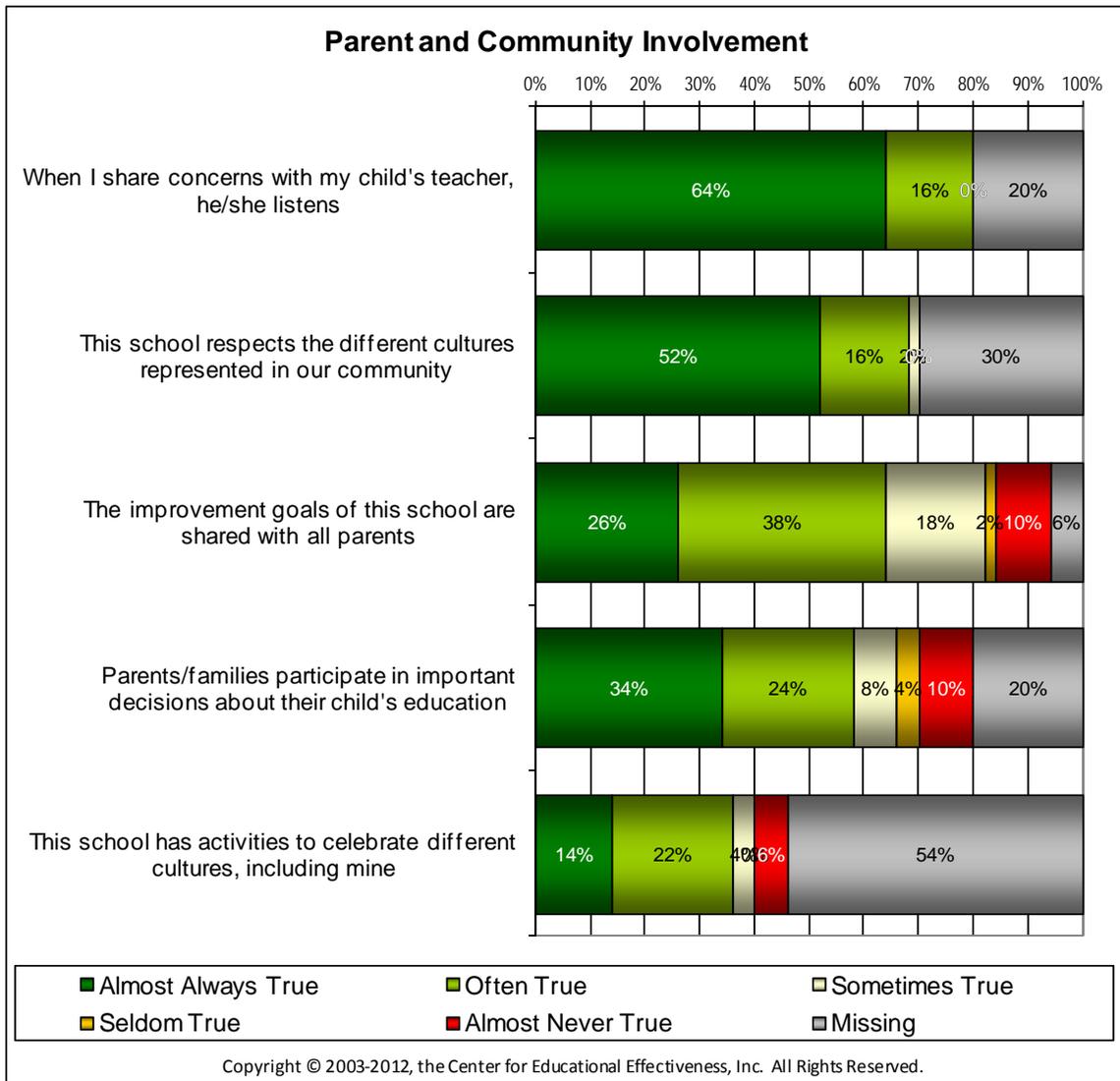
High Levels of Collaboration and Communication

Effective schools intentionally foster teamwork to create an environment that celebrates individual differences and contributions to organizational outcomes. Effective organizations and teams are a reflection of equal participation, substantive conversations, clear expectations, accountability, and continual feedback. There is constant collaboration and communication between and among teachers of all grades, students, and parents, families, or guardians. Everybody is involved and connected, including students, parents and members of the community, to solve problems and create solutions.



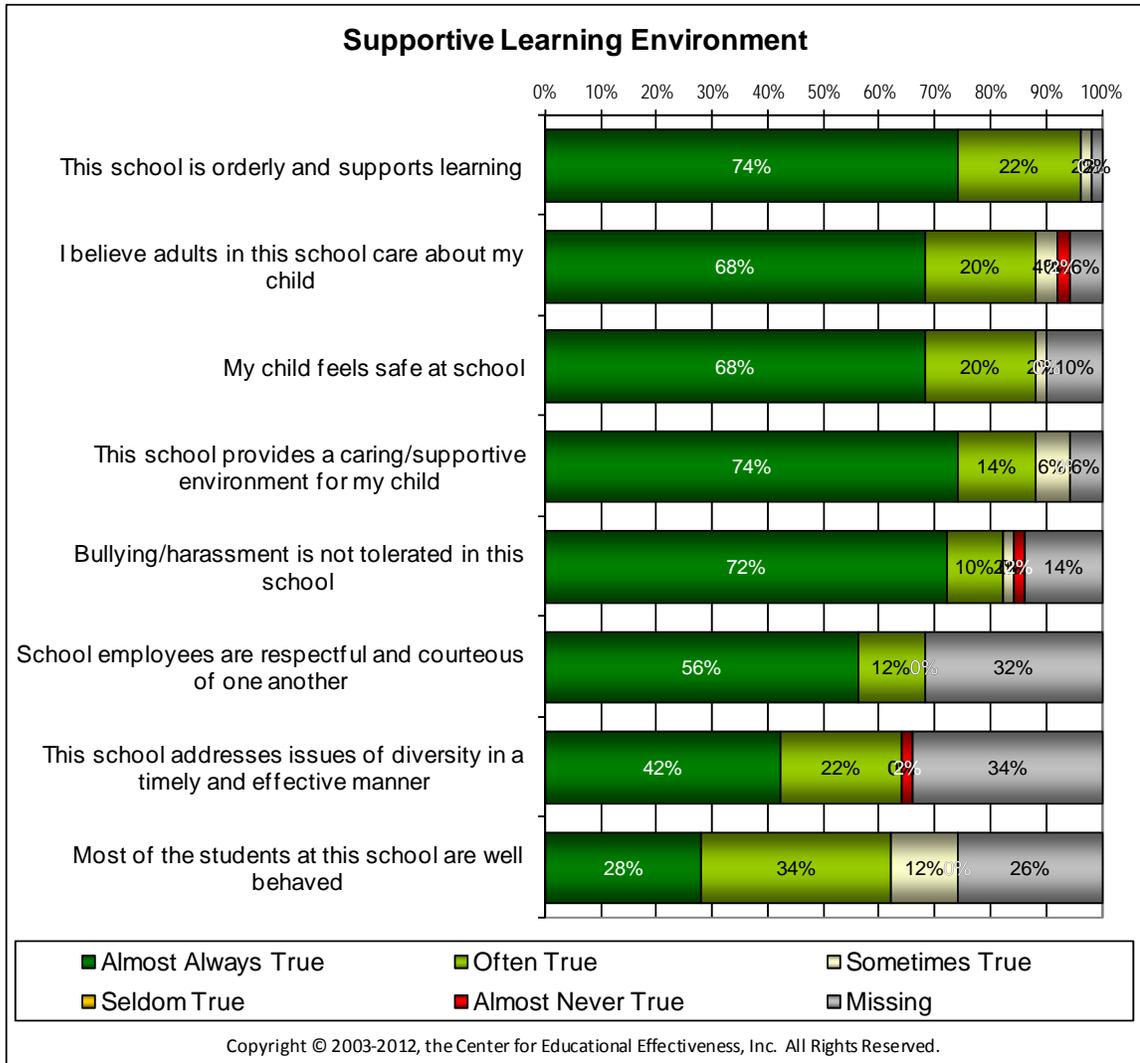
Parent and Community Involvement

Effective schools create and sustain high levels of parent and community involvement. There is a sense that all educational stakeholders have a responsibility to educate students, not just the teachers and staff in schools. Parents, as well as businesses, social service agencies, and community colleges/universities all play a vital role in this effort. It is essential that parents be informed and involved in decision-making to support their student's educational experience.



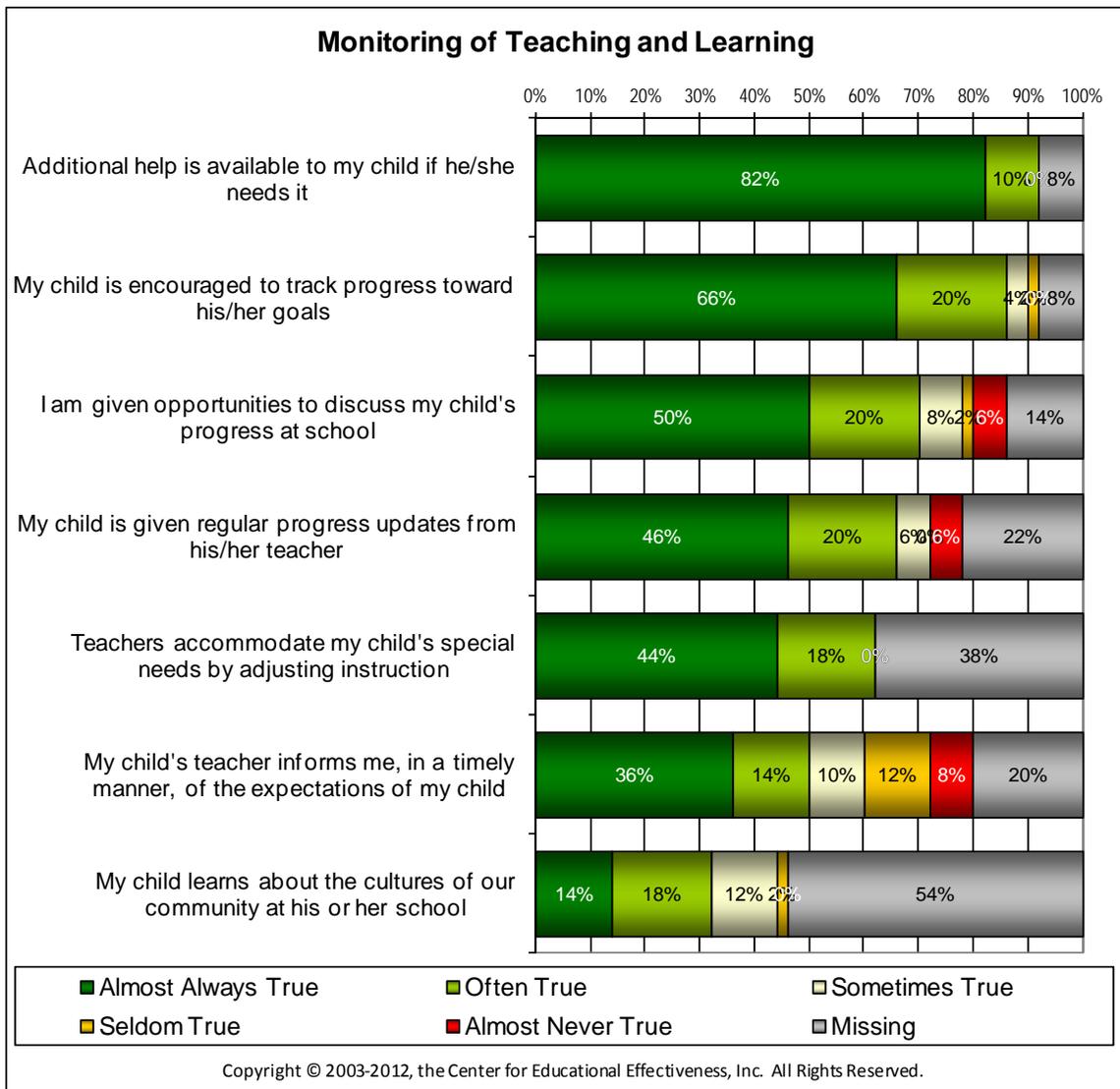
Supportive Learning Environment

The environment in which a staff works and students learn has a significant impact on the quality of educational work. Equality, safety, and a sense of fairness go a long way toward encouraging staff members to strive for excellence. A sense of community as distinct from being a team is another avenue to achieving organizational success, the pride and support of all staff members.



Frequent Monitoring of Teaching and Learning

Effective schools engage in constant, thorough, and rigorous monitoring of teaching and learning. Teaching and learning are continually adjusted based on frequent monitoring of student progress and needs. A variety of assessment procedures are used– both for monitoring adult work and student work. The results of the assessments are used to improve student performances and also improve the instructional program.



High Quality Curriculum, Instruction, and Assessment

Effective schools implement, with fidelity and rigor, high quality curriculum, instruction and assessment. Curriculum is aligned with the state standards for learning. Research-based materials and teaching and learning strategies are implemented. There is a clear understanding of the assessment system, what is measured in various assessments and how it is measured.

