

**SUBJECT**

Heritage Academy Annual Update and Proposed Charter Amendment

**APPLICABLE STATUTE, RULE, OR POLICY**

I.C. 33-5209(2)

IDAPA 08.02.04.302

**BACKGROUND**

Heritage Academy is a public charter school authorized by the Public Charter School Commission (PCSC). Located in Jerome, Heritage Academy opened in Fall 2011 and serves students in grades K-6 using a basic curriculum enhanced with the Schoolwide Enrichment Model.

**DISCUSSION**

Heritage Academy will provide an update on the status of the school. PCSC staff recently visited the school and makes the following observations:

Fall IRI results indicate that 68% of kindergarten students, 90% of 1<sup>st</sup> grade students, 56% of 2<sup>nd</sup> grade students, and 83% of 3<sup>rd</sup> grade students are reading at grade level. These results are not necessarily reflective of Heritage Academy's program as all students were new to the school this fall.

Heritage Academy's administrator is filling a broad range of roles, including serving as a classroom aide, providing computer lab and EL instruction, and filling the role of special education teacher as he works to obtain alternate special education certification.

Heritage Academy appears to be operating out of compliance with the approved charter in three areas. These issues were brought to the school's attention by PCSC staff during a September site visit; however, they have yet to be resolved.

1. The school is not providing enrichment clusters one-half day per week as required by Tab 3, Methods of Instruction. These clusters represent the most significant element of the Schoolwide Enrichment Model described in the charter.
2. The school is not providing foreign language instruction as required by Tab 3, Educational Goals.
3. The school has not hired a full-time special education coordinator as required by Tab 2, Special Education Coordinator.

**February 9, 2012**

Heritage Academy faces potentially serious financial challenges in the coming years. Recent balance sheets reflect a general fund balance of \$287,000 and \$332,000 cash in the bank. However, current and upcoming year budgets show operating losses of \$97,000 and \$55,000, respectively. Although the school anticipates ending FY12 with a reserve of almost \$138,000, this reserve will decrease to \$72,000 by the end of FY13, leaving the school's future uncertain should the trend continue.

The school currently enrolls 147 students and has a limited waiting list of 26 students; grades 1 and 4 have no waiting lists. School officials estimate that, unless enrollment can be increased significantly, reserve accounts will be depleted by FY15.

Heritage Academy is attempting to refinance its facility through a USDA loan that would increase the term from 30 to 40 years while lowering the interest rate from 6.5% to 4%. The amount of the loan would be increased from \$350,000 to \$750,000 to pay for upgrades. School officials anticipate that monthly payments would be reduced by half while the upgrades would reduce maintenance costs.

Heritage Academy is proposing a charter amendment that would permit an enrollment increase via the addition of doubled classes on a schedule dictated by applications received. Increased enrollment would dramatically improve the financial outlook of the school. However, the budget scenarios provided indicate that the school will only achieve a net gain if it is successful in doubling kindergarten and 1<sup>st</sup> grade enrollment and filling grades 5 and 6 (which are currently under enrolled by half). The proposed amendment budgets also assume success of the refinancing plan prior to the beginning of FY13.

It remains unclear whether the projected enrollment numbers can actually be achieved, particularly given the school's small waiting list and lack of a clear marketing strategy. The board currently has no contingency plan for dealing with the possibilities of inadequate enrollment or inability to refinance.

#### **IMPACT**

Pursuant to I.C. 33-5209(2), if the PCSC "has reason to believe that the public charter school has done any of the following, it shall provide the public charter school written notice of the defect and provide a reasonable opportunity to cure the defect:...(a) Committed a material violation of any condition, standard or procedure set forth in the approved charter.

If the PCSC approves the proposed charter amendment, the school will immediately begin operating under the amended charter. If the PCSC denies the proposed charter amendment, Heritage Academy could appeal

this decision to the State Board of Education, or could decide not to proceed any further.

**STAFF COMMENTS AND RECOMMENDATIONS**

Staff recommends that the PCSC direct staff to issue to Heritage Academy a notice of defect on the grounds of violation of a material condition, standard, or procedure set forth in the approved charter, specifically with regard to Tab 3, Methods of Instruction and Educational Goals, and Tab 2, Special Education Coordinator.

Staff recommends the PCSC consider whether Heritage Academy has yet demonstrated a successful program such that the school should be considered a candidate for expansion. Although it appears unlikely the anticipated expansion will come to fruition, approval of the amendment would give the school flexibility to enroll as many students as possible, creating potential for improvement in the school's fiscal outlook.

Finally, staff recommends that the PCSC direct Heritage Academy to provide quarterly fiscal and enrollment updates until further notice, as well as updates regarding the possible facility refinance.

**COMMISSION ACTION**

A motion to direct staff to issue to Heritage Academy a notice of defect on the grounds of material violation of a condition, standard, or procedure set forth in the approved charter, specifically with regard to Tab 3, Methods of Instruction and Educational Goals, and Tab 2, Special Education Coordinator.

Moved by \_\_\_\_\_ Seconded by \_\_\_\_\_ Carried Yes \_\_\_\_\_ No \_\_\_\_\_

AND

A motion to approve the proposed charter amendment as submitted by Heritage Academy permitting an increase in the overall enrollment cap and doubling of classes as justified by enrollment numbers.

OR

A motion to deny the proposed charter amendment as submitted by Heritage Academy permitting an increase in the overall enrollment cap and addition of classes as justified by enrollment numbers.

Moved by \_\_\_\_\_ Seconded by \_\_\_\_\_ Carried Yes \_\_\_\_\_ No \_\_\_\_\_

**February 9, 2012**

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February 9, 2012



HERITAGE ACADEMY  
500 S. Lincoln  
Jerome, ID 83338

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**HERITAGE ACADEMY  
ANNUAL REPORT  
February 9, 2012**

**CHARTER SCHOOL DASHBOARD**

Date: January 9, 2012

School Name: Heritage Academy  
School Address: 500 S. Lincoln, Jerome, ID 83338  
School Phone: 208-595-1617  
Current School Year: 2011-2012

**School Mission:** Heritage Academy will allow students to participate in instruction leading them to develop meta-cognitive skills. Those skills will allow them to learn how to solve real-life problems and organize information. Our students will graduate with skills in both the core content areas and in critical thinking that lead to success in school, the workforce and the community.

**CHARTER SCHOOL BOARD**

Board Member Name	Office and Term	Skill Set(s)	Email	Phone
Kelly Bangerter	Board Chair/Ends July Board Meeting 2012	Law Enforcement	ktbangerter@gmail.com	208-731-2525
Blair Crouch	Vice Chair/ Ends July Board Meeting 2012	Business	crossroadspoint@live.com	208-280-1079
Anneli Crouch	Secretary/Ends July Board Meeting 2014	Business	accrouch@live.com	208-280-2610

Amanda Bingham	Ends July Board Meeting 2013	Business	a.bingham@live.com	208-410-5854
Kala Tate	Treasurer/ Ends July Board Meeting 2014	Marketing	jorisboxer1227@yahoo.com	208-420-5887
Scott Bybee	Ends July Board Meeting 2012	Business	sbybee@mindspring.com	208-421-7643

ENROLLMENT

Grade Level	Current Enrollment	Current ADA	Current Waiting List	Previous Year's Enrollment	Previous Year's ADA
K	25		15		
1	24		0		
2	25		2		
3	25		5		
4	23		0		
5	15		3		
6	10		1		
7					
8					
9					
10					
11					
12					
<b>TOTAL</b>	147	134.85	26		

Student Attrition Rate: Started with 130 students in September 2011 and have increased to 147 in January 2012.

Is your school planning to increase or decrease enrollment opportunities for the upcoming school year? yes

If yes, briefly describe planned enrollment changes, including numbers and grades affected:

Heritage Academy is planning to increase enrollment opportunities for 2012-2013 as follows:

1. HA currently has a combo class of 15-5<sup>th</sup> graders and 10-6<sup>th</sup> graders. We plan to separate this class into a 5<sup>th</sup> grade of 25 and a separate 6<sup>th</sup> grade of 25. This is needed to accommodate the 25-4<sup>th</sup> graders moving into 5<sup>th</sup> grade, and the 15-5<sup>th</sup> graders moving into 6<sup>th</sup> grade.
2. Increase kindergarten by 25 students to a total of 50 students – 25 AM and 25 PM.
3. Have the option, if the enrollment numbers justify it, to add an additional 1<sup>st</sup> grade in 2012, additional 2<sup>nd</sup> grade in 2013, and additional 3<sup>rd</sup> grade in 2014.

STUDENT DEMOGRAPHICS

School Year	Hispanic (# and %)	Asian (# and %)	White (# and %)	Black (# and %)	American Indian (# and %)	LEP (# and %)	FRL (# and %)	Special Education (# and %)
Current	18/12%	0	119/83%	0	5/.03%	2/.01%	85/59%	10/.06%
Previous								

FACULTY AND STAFF

Administrator Name(s): Randy Reddington  
 Administrator's Hire Date: 7/1/2011  
 Administrator Email(s): rreddington@heritageacademyid.org  
 Current Classified Staff (# FTE):  
 Classified Attrition Rate: 0  
 Current Faculty (# FTE): 8.2  
 Faculty Attrition Rate: 12%

EDUCATIONAL PROGRAM

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

REPORTING

Date of last programmatic operations audit? August 11, 2011 & September 1, 2011  
 Date submitted to authorizer? September 2011  
 Who performed your most recent programmatic audit? Idaho Charter School Network & Keellie Campbell  
 Date of most recent fiscal audit?  
 Date submitted to authorizer?

COMMENTS

Please describe any significant changes experienced by your school in the past year:  
 Probably the most significant change experienced by Heritage Academy in the past year has been the move from a theoretical idea of a school into a functioning effective educational institution. As is the case with almost any major change, there have been growing pains, and experiences that have tested and challenged the school, the Board and the staff. Our students have been able to adjust to the new school situation and have been successful in most areas. We have been able to see tremendous growth among our students, and feel privileged to have been part of that process. We are now a functioning part of the educational system in the Jerome area, and look forward to continued growth and success.

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

We have been pleased to note that most of our students are performing above the state average on statewide testing. Since our IRI results showed few students performing significantly below grade level, we have been able to focus a large part of our efforts on students who were already approaching grade level in reading, and work toward their success and growth to meet their grade-level goals. We have also successfully launched a parent group that is actively involved in supporting the school with volunteers and fund-raising efforts. Our Fall Harvest Festival was actively supported by the community and was able to attract a large number of community members besides those directly involved in the school. We are also planning some community activities including helping out at the fairgrounds in the spring and working with community action groups to collect coats for kids and address community needs as the students see a need for their involvement and action.

**Please describe any challenges you anticipate during the upcoming year:**

One of the major challenges will continue to be how to meet the financial needs of a charter school and continue to convey our message to the greater community. We have relied on grants to help us get started, and we will continue to need additional funding sources in order to meet the needs of the students and the community.



REQUIRED ATTACHMENTS

- Most recent ISAT, IRI, DWA, and DMA results (as applicable)
- Chart comparing ISAT, IRI, DWA, and DMA scores over the past four years of operation (as applicable)
- Goals attainment report comparing the measurable student educational standards in your charter to actual results.
- Written response to recommendations from most recent programmatic operations audit.
- Most recent parent/stakeholder satisfaction survey results
- Budget actuals for most recent month-end
- Budget estimates for remainder of current year, and fiscal outlook for next year
- Exit interview data for most recent school year

**HERITAGE ACADEMY**

500 S. Lincoln  
Jerome, ID 83338

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**ATTACHMENTS**

**Heritage IRI Fall 2011 Results**

Heritage	3	2	1
k (25)	68.00%	28.00%	4.00%
1(21)	90.48%	9.52%	0.00%
2(25)	56.00%	36.00%	8.00%
3(24)	83.33%	12.50%	4.17%

3= Benchmark (formerly at grade level)  
2=Strategic (formerly near grade level)  
1=Intensive (formerly below grade level)

**CHARTER COMMISSION AUDIT**

September 1, 2011

R. Reddington's responses to Keelie Campbell's questions.

1. The full-time, on-site Special Education teacher presence will be provided by me applying for and being approved by the state department for the alternate route to certification for special education. This plan was developed jointly with Richard Henderson, Becky Martin, and Shannan Mayer, along with Betty Fredericksen and myself. The plan as it is outlined was approved by Richard Henderson, and is being implemented with assistance from the Regional Special Education Coordinator (Shannan Mayer).
2. The Special Education Multi-disciplinary team is being developed jointly by Betty Fredericksen and Randy Reddington, with the assistance and guidance of Shannan Mayer to make sure all issues are addressed by the plan for Special Education services at Heritage Academy.
3. We have been able to obtain the student records from the local school districts, allowing us to review and update student files to make sure that they are complete and correct. ISAT testing data from previous years is now available and included in student files. In addition, IRI testing

**February 9, 2012**

conducted in the Fall of 2011 and in-school progress monitoring has helped us to develop a plan for targeted assistance under Title 1 to be provided to struggling students.

4. Current enrollment is at 143, seven short of our maximum enrollment. Students are slowly being added in an effort to bring enrollment to the 150 maximum allowed by our charter. Future plans for the school include the possible increase of classes beginning with Kindergarten, and possibly 1<sup>st</sup> grade next year, along with the addition of a separate 6<sup>th</sup> grade, as our current group of 5<sup>th</sup> grade student move to the next grade this coming year. In an effort to address our operating revenue, we are currently developing a plan for recruitment, as well as a proposed amendment to our charter to allow for an increase in enrollment.

## FINANCIAL REPORTS

- Budget actuals for most recent month-end. SECTION A
- Budget estimates for remainder of current year, and fiscal outlook for next year. SECTION B
- Budget scenarios used to determine best option for increased enrollment. The Board voted in the December 15, 2011 board meeting to approve Scenario #3. SECTION C
- 3-yr Budget estimates for increased enrollment. SECTION D
- 6-yr Budget estimates for increased enrollment. SECTION E

SECTION A

(Rpt: 01-MAIN REPORT, Dates: 00/00/00-12/31/11 PRINT: 01/10/12 3:57:46 PM)

ACCT #	ACCT NAME	BUDGETED	MTD ACTIVITY	YTD ACTIVITY	BALANCE	MTD%	YTD%
GENERAL FUND							
100-116200-000-000-0	DEPOSITS	0.00	0.00	561.00	561.00CR	0%	0%
100-320000-000-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
100-419000-000-000-0	EARNINGS ON INVESTMENT - GEN FUND	0.00	38.38CR	252.58CR	252.58	0%	0%
100-419200-000-000-0	CONTRIBUTIONS/GRANTS RECEIVED	500.00CR	0.00	0.00	500.00CR	0%	0%
100-419500-000-000-0	OTHER LOCAL REVENUE	0.00	632.50CR	1,591.50CR	1,591.50	0%	0%
100-431100-000-000-0	BASE STATE SUPPORT PROGRAM	520,746.00CR	0.00	442,942.00CR	77,804.00CR	0%	85%
100-431200-000-000-0	TRANSPORTATION SUPPORT	76,424.00CR	0.00	0.00	76,424.00CR	0%	0%
100-431800-000-000-0	STATE BENEFIT APPORTIONMENT	64,936.00CR	0.00	0.00	64,936.00CR	0%	0%
100-437000-000-000-0	IDAHO STATE LOTTERY REVENUE	6,500.00CR	0.00	0.00	6,500.00CR	0%	0%
100-439000-000-000-0	OTHER STATE REVENUE	4,200.00CR	0.00	0.00	4,200.00CR	0%	0%
100-442000-000-000-0	INDIRECT FEDERAL REVENUE	0.00	0.00	0.00	0.00	0%	0%
100-451000-000-000-0	LOAN PROCEEDS	0.00	0.00	0.00	0.00	0%	0%
100-460000-000-000-0	TRANSFERS FROM OTHER FUNDS	15,000.00CR	0.00	25,391.40CR	10,391.40	0%	169%
****TOTAL REVENUES		568,306.00CR	670.06CR	469,576.48CR	218,729.52CR	0%	66%
100-512100-000-000-0	TEACHER SALARIES - ELEMENTARY	0.00	0.00	0.00	0.00	0%	0%
100-512110-000-000-0	TEACHERS/CLASSIFIED SALARIES ELEM	222,060.00	17,545.75	89,584.00	153,596.00	8%	31%
100-512150-000-000-0	SUBSTITUTE SALARIES - ELEMENTARY	3,000.00	140.01	579.57	2,420.43	5%	19%
100-512200-000-000-0	EMPLOYEE BENEFITS - ELEMENTARY	16,446.00	452.54	6,646.84	11,799.16	2%	36%
100-512210-000-000-0	TEACHERS RETIREMENT	22,545.00	1,774.62	5,223.06	17,221.94	8%	24%
100-512250-000-000-0	TEACHERS SOCIAL SECURITY	0.00	1,092.24	3,249.99	( 3,249.99)	0%	0%
100-512260-000-000-0	TEACHERS MEDICAL INS	34,060.00	2,015.94	8,136.87	16,823.13	2%	33%
100-512400-000-000-0	SUPPLIES - ELEMENTARY	1,000.00	0.00	897.26	302.74	0%	79%
100-512410-000-000-0	SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
100-512500-000-000-0	EQUIPMENT - ELEMENTARY	0.00	0.00	0.00	0.00	0%	0%
100-512322-000-000-0	EQUIPMENT RENTAL	0.00	0.00	259.83	( 259.83)	0%	0%
**TOTAL ELEMENTARY PROGRAM		292,911.00	23,920.26	94,254.22	196,656.78	8%	37%
100-521100-000-000-0	SALARIES - EXCEPTIONAL CHILD PROG	18,000.00	0.00	0.00	18,000.00	0%	0%
100-521200-000-000-0	EMPLOYEE BENEFITS - EXCEPT CHILD	2,250.00	0.00	0.00	2,250.00	0%	0%
100-521300-000-000-0	TRAVEL/PURCH SERVICES-EXCEP CHILD	0.00	0.00	0.00	0.00	0%	0%
100-521400-000-000-0	SUPPLIES - EXCEPTIONAL CHILD PROG	0.00	0.00	0.00	0.00	0%	0%
100-521500-000-000-0	SPECIAL SERVICES (SP ED CONTRACT)	7,000.00	0.00	1,983.88	5,016.12	0%	28%
**TOTAL EXCEPTIONAL CHILD PROGRAM		27,250.00	0.00	1,983.88	25,266.12	0%	7%
100-532300-000-000-0	TRAVEL/PURCH SERVICES - ACTIVITY	0.00	0.00	0.00	0.00	0%	0%
100-532400-000-000-0	SUPPLIES - ACTIVITY PROGRAM	0.00	0.00	0.00	0.00	0%	0%
**TOTAL ACTIVITY PROGRAM		0.00	0.00	0.00	0.00	0%	0%
100-521300-000-000-0	PURCHASED SERVICES - INST IMPROVE	0.00	0.00	0.00	0.00	0%	0%
100-521310-000-000-0	INSTRUCTIONAL IMPROVEMENT	0.00	0.00	3,150.00	( 3,150.00)	0%	0%
100-521380-000-000-0	PURCHASED SERVICES TRAVEL EXPENSE	0.00	0.00	1,562.56	( 1,562.56)	0%	0%
100-521390-000-000-0	MEMBERSHIPS DUES, FEES	1,610.00	8.00	111.50	1,498.50	0%	7%
100-521400-000-000-0	SUPPLIES - INSTRUCTION IMPROVEMENT	0.00	0.00	0.00	0.00	0%	0%
100-521410-000-000-0	INSTRUCT-RELATED TECH PROG	0.00	0.00	0.00	0.00	0%	0%
**TOTAL INSTRUCTION IMPROVEMENT		1,610.00	8.00	4,824.06	3,214.00CR	0%	300%
100-631300-000-000-0	BOARD OF EDUCATION - AUDIT/LEGAL	8,500.00	0.00	2,339.70	6,160.30	0%	27%
**BOARD OF EDUCATION EXPENSE		8,500.00	0.00	2,339.70	6,160.30	0%	27%
100-632110-000-000-0	ADMINISTRATOR SALARIES	67,000.00	5,583.33	33,469.98	33,500.02	8%	50%
100-632210-000-000-0	ADMINISTRATOR RETIREMENT	7,370.00	644.88	3,869.26	3,500.72	9%	53%
100-632220-000-000-0	ADMINISTRATOR SOCIAL SECURITY	5,360.00	427.13	2,552.77	2,797.23	8%	48%
100-632240-000-000-0	ADMINISTRATOR MEDICAL INS	4,992.00	418.90	2,492.70	2,499.30	8%	50%
100-632270-000-000-0	WORKERS COMPENSATION	3,764.00	0.00	1,195.00	2,569.00	0%	32%
100-641310-000-000-0	Professional Services	0.00	0.00	0.00	0.00	0%	0%
100-641410-000-000-0	ADMINISTRATION OFFICE SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
100-641500-000-000-0	EQUIPMENT	0.00	0.00	0.00	0.00	0%	0%
**TOTAL DISTRICT ADMINISTRATION		88,476.00	7,072.24	43,619.73	44,856.27	8%	49%
100-651115-000-000-0	BUS MGR & ADMIN STAFF SALARIES	63,000.00	5,250.00	31,013.00	31,987.00	8%	49%
100-651210-000-000-0	BUS MGR & ADMIN RETIREMENT	6,930.00	606.38	3,536.71	3,393.29	9%	51%
100-651220-000-000-0	BUS MGR & ADMIN SOC SECURITY	5,040.00	461.87	2,372.48	2,667.52	8%	47%
100-651240-000-000-0	MEDICAL ADMIN STAFF	4,982.00	416.90	2,085.95	2,896.05	8%	42%
100-651300-000-000-0	PURCHASED SERVICE - BUSINESS OPN	20,000.00	0.00	20,000.00	0.00	0%	100%
100-651310-000-000-0	PROF SERVICES - BUS OPERATIONS	15,500.00	776.11	6,760.39	8,739.61	8%	44%
100-651350-000-000-0	CONTRACT SERVICES - BUS OPER	15,000.00	0.00	0.00	15,000.00	0%	0%
100-651360-000-000-0	BUS OPERATIONS TRAVEL	0.00	199.70	268.82	( 268.82)	0%	0%
100-651400-000-000-0	SUPPLIES - BUSINESS OPERATION	1,000.00	108.68	1,022.30	( 1,022.30)	11%	102%
100-651500-000-000-0	CAPITAL OBJECTS - BUS OPERATION	0.00	0.00	1,164.61	( 1,164.61)	0%	0%
100-651550-000-000-0	EQUIPMENT - BUS OPERATIONS	500.00	0.00	652.00	( 152.00)	0%	130%
100-651700-000-000-0	LIAB. INS. - BUSINESS OPERERATION	6,700.00	0.00	6,485.00	215.00	0%	97%
**TOTAL BUSINESS OPERATION		138,662.00	7,670.19	75,301.36	63,360.64	8%	54%
100-661100-000-000-0	SALARIES - CUSTODIAN	7,000.00	0.00	0.00	7,000.00	0%	0%
100-661150-000-000-0	BUILDING PURCHASE	0.00	0.00	9,351.40	( 9,351.40)	0%	0%
100-661200-000-000-0	BENEFITS - CUSTODIAN	630.00	124.80	499.21	130.79	20%	79%
100-661300-000-000-0	PURCHASED SERVICE - BUILDING CARE	0.00	650.00	2,800.00	( 2,800.00)	0%	0%
100-661350-000-000-0	FACILITY UTILITIES	0.00	0.00	0.00	0.00	0%	0%
100-661400-000-000-0	PHONE - CABLE ONE	0.00	0.00	0.00	0.00	0%	0%
100-661450-000-000-0	SUPPLIES - BUILDING CARE	0.00	0.00	0.00	0.00	0%	0%
100-661500-000-000-0	CAPITAL OBJECTS	0.00	0.00	0.00	0.00	0%	0%
100-661530-000-000-0	MORTGAGE FOR BUILDING	71,500.00	5,502.00	39,010.00	32,490.00	9%	55%

\*\*\* BUDGET REPORT \*\*\* HERITAGE ACADEMY (Rpt: 01-MAIN REPORT; Dates: 00/00/00-12/31/11; PRINT: 01/10/12 3:57:46 PM) MO-YR: 12-2011 12/31/11 PAGE 2

ACCT #	ACCT NAME	BUDGETED	MTD ACTIVITY	YTD ACTIVITY	BALANCE	MTD%	YTD%
	**TOTAL BUILDINGS CARE/MAINTENANCE	79,130.00	7,276.80	51,460.61	27,669.39	9%	65%
100-663540-000-000-0	BLDG COMPONENTS - NON-STUDENT OCCU	0.00	0.00	1,740.87	( 1,740.87)	0%	0%
	**TOTAL MAINTENANCE NON-STUDENT OCC	0.00	0.00	1,740.87	1,740.67CR	0%	0%
100-664310-000-000-0	PURCHASED SERVICES	2,500.00	0.00	847.44	1,652.56	0%	34%
100-664320-000-000-0	BUILDING SECURITY SYSTEM	0.00	35.00	250.50	( 250.50)	0%	0%
100-664321-000-000-0	BUILDING RENTAL	0.00	0.00	0.00	0.00	0%	0%
100-664330-000-000-0	BLDG UTILITIES- ELECTRICITY	7,050.00	3,717.79CR	1,809.17	5,300.83	52%	23%
100-664334-000-000-0	BLG UTILITIES - WATER/SEWER	6,500.00	1,558.81	1,588.81	4,941.19	24%	24%
100-664340-000-000-0	BLG UTILITIES - NAT GAS	9,000.00	2,089.53	2,089.53	6,910.47	23%	23%
100-664350-000-000-0	BLG UTILITIES - TELEPHONE/INTERNET	6,000.00	1,647.69	1,647.69	4,352.31	27%	27%
100-664360-000-000-0	BLDG UTILITIES - TRASH	1,000.00	0.00	0.00	1,000.00	0%	0%
100-664410-000-000-0	CUSTODIAL SUPPLIES	3,000.00	99.03	1,231.62	1,768.38	3%	41%
100-664540-000-000-0	BUILDING COMPONENTS - STUDENT OCC.	41,000.00	0.00	36,594.40	4,405.60	0%	89%
	**TOTAL MAINTENANCE - STUDENT OCC	76,000.00	1,712.27	45,829.16	30,170.84	2%	60%
100-665300-000-000-0	MAINTENANCE - GROUNDS	8,000.00	353.58	1,073.55	6,926.45	4%	13%
	**TOTAL MAINTENANCE - GROUNDS	8,000.00	353.58	1,073.55	6,926.45	4%	13%
100-667300-000-000-0	SECURITY PROGRAM	0.00	0.00	0.00	0.00	0%	0%
100-667400-000-000-0	SUPPLIES - SECURITY PROGRAM	0.00	0.00	0.00	0.00	0%	0%
100-667500-000-000-0	EQUIPMENT - SECURITY PROGRAM	0.00	0.00	0.00	0.00	0%	0%
	**TOTAL SECURITY PROGRAM	0.00	0.00	0.00	0.00	0%	0%
	TRANSPORTATION PROGRAM						
100-320000-000-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
100-431200-000-000-0	TRANSPORTATION SUPPORT	76,424.00CR	0.00	0.00	76,424.00CR	0%	0%
	***TOTAL REVENUES	76,424.00CR	0.00	0.00	76,424.00CR	0%	0%
100-681340-000-000-0	TRANSPORTATION EXPENSE	89,910.00	0.00	21,172.50	68,737.50	0%	24%
100-681500-000-000-0	CAPITAL OBJECTS	0.00	0.00	0.00	0.00	0%	0%
	***TOTAL EXPENDITURES	89,910.00	0.00	21,172.50	68,737.50	0%	24%
100-710100-000-000-0	FOOD SERVICE SALARIES	0.00	0.00	0.00	0.00	0%	0%
100-710200-000-000-0	FOOD SERVICE BENEFITS	2,500.00	202.07	641.26	1,858.74	8%	26%
100-710310-000-000-0	FOOD PURCHASED SERVICES	0.00	0.00	0.00	0.00	0%	0%
100-710400-000-000-0	FOOD EXPENSES	0.00	0.00	0.00	0.00	0%	0%
100-710450-000-000-0	FOOD SERVICES OTHER	0.00	0.00	0.00	0.00	0%	0%
100-710500-000-000-0	FOOD SERVICE EQUIP	0.00	0.00	0.00	0.00	0%	0%
	**TOTAL FOOD SERVICE	2,500.00	202.07	641.26	1,858.74	8%	26%
100-810800-000-000-0	TRANSFER TO OTHER FUNDS	0.00	0.00	0.00	0.00	0%	0%
100-911600-000-000-0	DEBT SERVICE PRINCIPAL	0.00	0.00	0.00	0.00	0%	0%
100-912000-000-000-0	DEBT SERVICE INTEREST	0.00	0.00	0.00	0.00	0%	0%
100-926000-000-000-0	TRANSFERS TO OTHER FUNDS	0.00	0.00	688.30	( 688.30)	0%	0%
100-950000-000-000-0	CONTINGENCY RESERVE	0.00	0.00	0.00	0.00	0%	0%
	***TOTAL EXPENDITURES	736,525.00	47,315.35	344,925.22	391,599.78	6%	47%

ACCT #	ACCT NAME	BUDGETED	MTD ACTIVITY	YTD ACTIVITY	BALANCE	MTD%	YTD%
ALBERTSON FOUNDATION							
230-320001-000-000-0	BUDGET BALANCE CARRYFORWARD	0.00	0.00	0.00	0.00	0%	0%
230-419200-000-000-0	JA & K ALBERTSON FOUNDATION GRANT	0.00	0.00	0.00	0.00	0%	0%
230-415000-000-000-0	INTEREST EARNED - ALBERTSONS	0.00	0.24	69.74CR	69.74	0%	0%
230-460000-000-000-0	TRANSFERS FROM OTHER FUNDS	0.00	0.00	688.30CR	688.30	0%	0%
	***TOTAL REVENUES	0.00	0.24	758.04CR	758.04	0%	0%
230-512300-000-000-0	PURCHASE SERVICE - ALBERTSON	0.00	0.00	0.00	0.00	0%	0%
230-621310-000-000-0	ALBERTSONS STAFF SUPPORT	0.00	0.00	0.00	0.00	0%	0%
230-621380-000-000-0	ALBERTSONS STAFF TRAVEL	0.00	0.00	0.00	0.00	0%	0%
230-641310-000-000-0	ALBERTSONS PROF SERV	0.00	0.00	0.00	0.00	0%	0%
230-641410-000-000-0	ALBERTSONS GRANT SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
230-601530-000-000-0	FACILITY EQUIP	0.00	0.00	0.00	0.00	0%	0%
230-641350-000-000-0	ALBERTSONS EQUIPMENT	0.00	0.00	0.00	0.00	0%	0%
230-610500-000-000-0	BUILDING	0.00	0.00	0.00	0.00	0%	0%
230-512500-000-000-0	EQUIPMENT - ALBERTSON	0.00	0.00	0.00	0.00	0%	0%
230-512550-000-000-0	ALBERTSONS EQUIPMENT	0.00	0.00	0.00	0.00	0%	0%
230-920000-000-000-0	TRANSFERS TO OTHER FUNDS	15,000.00	0.00	28,311.40	( 13,311.40)	0%	100%
	***TOTAL EXPENDITURES	15,000.00	0.00	28,311.40	13,311.40CR	0%	100%
TECHNOLOGY FUND							
245-320000-100-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
245-432400-000-000-0	PROFESSIONAL TECHNICAL REVENUE	4,000.00CR	0.00	2,113.00CR	1,887.00CR	0%	53%
245-439000-000-000-0	OTHER STATE REVENUE	0.00	0.00	0.00	0.00	0%	0%
	***TOTAL REVENUES	4,000.00CR	0.00	2,113.00CR	1,887.00CR	0%	53%
245-512300-000-000-0	Purchase Service	0.00	0.00	0.00	0.00	0%	0%
245-512400-000-000-0	SUPPLIES-TECH FUND	0.00	0.00	0.00	0.00	0%	0%
245-512500-000-000-0	EQUIPMENT	0.00	0.00	1,937.46	( 1,937.46)	0%	0%
	***TOTAL EXPENDITURES	0.00	0.00	1,937.46	1,937.46CR	0%	0%
TITLE I FUND							
251-320000-000-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
251-445100-000-000-0	REVENUE - TITLE I	35,446.00CR	0.00	0.00	35,446.00CR	0%	0%
	***TOTAL REVENUES	35,446.00CR	0.00	0.00	35,446.00CR	0%	0%
251-512100-000-000-0	SALARIES - TITLE I	27,350.00	1,591.00	5,167.00	22,183.00	6%	19%
251-512200-000-000-0	BENEFITS - TITLE I	5,099.00	252.28	917.51	4,181.49	5%	18%
251-512300-000-000-0	TITLE IA - PARENT INVOLVEMENT	0.00	0.00	0.00	0.00	0%	0%
251-512400-000-000-0	TITLE IA - SUPPLIES	2,997.00	0.00	0.00	2,997.00	0%	0%
251-512500-000-000-0	TITLE IA EQUIPMENT	0.00	0.00	0.00	0.00	0%	0%
	***TOTAL EXPENDITURES	35,446.00	1,843.28	6,084.51	29,361.49	5%	17%

# February 9, 2012

\*\*\* BUDGET REPORT \*\*\* HERITAGE ACADEMY (Rpt: 01-MAIN REPORT: Dates: 00/00/00-12/31/11; PRINT: 01/10/12 3:57:46 PM) MO-YR: 12-2011 12/31/11 PAGE 4

ACCT #	ACCT NAME	BUDGETED	MTD ACTIVITY	YTD ACTIVITY	BALANCE	MTD%	YTD%
TITLE VI-B FUND							
257-320000-000-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
257-445600-000-000-0	REVENUE - TITLE VI-B	14,241.00CR	0.00	0.00	14,241.00CR	0%	0%
	****TOTAL REVENUES	14,241.00CR	0.00	0.00	14,241.00CR	0%	0%
257-521100-000-000-0	SALARIES - TITLE VI-B	7,000.00	2,823.50	5,120.50	1,879.50	40%	73%
257-521200-000-000-0	BENEFITS - TITLE VI-B	560.00	218.00	381.72	168.28	39%	70%
257-521300-000-000-0	PURCHASED SERVICES - TITLE VI-B	2,241.00	0.00	0.00	7,241.00	0%	0%
257-521400-000-000-0	SUPPLIES - TITLE VI-B	0.00	0.00	0.00	0.00	0%	0%
257-521500-000-000-0	EQUIPMENT - TITLE VI-B	0.00	0.00	0.00	0.00	0%	0%
	**TOTAL INSTRUCTION	14,801.00	3,039.50	5,512.22	9,289.78	21%	37%
257-691100-000-000-0	OTHER SUPPORT SERVICES SALARIES	0.00	0.00	0.00	0.00	0%	0%
257-691200-000-000-0	OTHER SUPPORT SERVICES BENEFITS	0.00	0.00	0.00	0.00	0%	0%
257-691400-000-000-0	OTHER SUPPORT SERVICES SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
	**TOTAL SUPPORT SERVICES	0.00	0.00	0.00	0.00	0%	0%
	****TOTAL EXPENDITURES	14,801.00	3,039.50	5,512.22	9,289.78	21%	37%
TITLE IIA FUND							
271-445900-000-000-0	TITLE IIA - REVENUE	28,751.00CR	0.00	0.00	28,751.00CR	0%	0%
	****TOTAL REVENUES	28,751.00CR	0.00	0.00	28,751.00CR	0%	0%
271-512100-000-000-0	TITLE IIA - SALARIES	3,000.00	0.00	0.00	3,000.00	0%	0%
271-512200-000-000-0	TITLE IIA - BENEFITS	1,019.00	0.00	0.00	1,019.00	0%	0%
271-512300-000-000-0	TITLE IIA - PURCHASED SERVICES	24,732.00	0.00	143.68	24,588.32	0%	1%
271-512400-000-000-0	TITLE IIA - SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
	****TOTAL EXPENDITURES	28,751.00	0.00	143.68	28,607.32	0%	0%

# February 9, 2012

\*\*\* BUDGET REPORT \*\*\* HERITAGE ACADEMY

(Rpt: 01-MAIN REPORT; Dates: 00/00/00-12/31/11; PRINT: 01/10/12 3:57:46 PM)

MO-YR: 12-2011 12/31/11 PAGE 5

ACCT #	ACCT NAME	BUDGETED	MTD ACTIVITY	YTD ACTIVITY	BALANCE	MTD%	YTD%
START UP GRANT							
288-32000-000-000-0	BUDGET BALANCE CARRYFORWARD	0.00	0.00	0.00	0.00	0%	0%
288-419200-000-000-0	STATE START UP GRANT	0.00	0.00	0.00	0.00	0%	0%
288-442000-000-000-0	START UP GRANT REVENUES	20,000.00CR	0.00	19,996.31CR	( 3.69)	0%	100%
288-460000-000-000-0	TRANSFERS FROM OTHER FUNDS	0.00	0.00	2,966.00CR	2,966.00	0%	0%
	****TOTAL REVENUES	20,000.00CR	0.00	22,966.31CR	2,956.31	0%	115%
CHILD NUTRITION FUND							
288-512330-000-000-0	Start up grant curriculum	0.00	0.00	0.00	0.00	0%	0%
288-512400-000-000-0	SUPPLIES ELEMENTARY	0.00	0.00	0.00	0.00	0%	0%
288-512410-000-000-0	Start Up grant supplies	0.00	0.00	475.37CR	475.37	0%	0%
288-512440-000-000-0	textbooks	0.00	0.00	15,299.78	( 15,299.78)	0%	0%
288-512500-000-000-0	EQUIPMENT ELEMENTARY	0.00	0.00	19,566.86	( 19,566.86)	0%	0%
288-512500-000-000-0	Start Up Grant equipment	0.00	0.00	13,180.14CR	13,180.14	0%	0%
288-621300-000-000-0	TRAVEL PURCHASE SERVICE	0.00	0.00	0.00	0.00	0%	0%
288-621310-000-000-0	STAFF SUPPORT	0.00	0.00	0.00	0.00	0%	0%
288-621380-000-000-0	Travel for Professional Developmen	0.00	0.00	0.00	0.00	0%	0%
288-641310-000-000-0	START UP ADMIN SERVICES	0.00	0.00	1,584.13	( 1,584.13)	0%	0%
288-641311-000-000-0	OFFICE ADMIN SERVICES	0.00	0.00	0.00	0.00	0%	0%
288-641410-000-000-0	START UP GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
288-641550-000-000-0	Start Up equipment	0.00	0.00	0.00	0.00	0%	0%
288-661410-000-000-0	START UP FACILITY SUPPLIES	0.00	0.00	0.00	0.00	0%	0%
288-664350-000-000-0	START UP PHONE SYSTEM	0.00	0.00	0.00	0.00	0%	0%
	****TOTAL EXPENDITURES	0.00	0.00	22,795.26	22,795.26CR	0%	0%
CHILD NUTRITION FUND							
290-320000-000-000-0	BUDGET BALANCE CARRY FORWARD	0.00	0.00	0.00	0.00	0%	0%
290-416100-000-000-0	REVENUE - STUDENT LUNCHES	0.00	16,454.86CR	30,881.08CR	30,881.08	0%	0%
290-416100-100-000-0	REVENUE - STATE REIMBURSEMENT	0.00	12,310.52	12,310.52	12,310.52CR	0%	0%
	****TOTAL REVENUES	0.00	6,144.34CR	18,670.56CR	18,670.56	0%	0%
290-710100-000-000-0	FOOD SERVICE SALARIES	0.00	1,500.00	4,943.67	( 4,943.67)	0%	0%
290-710310-000-000-0	PURCHASED SERVICES - SCHOOL LUNCH	0.00	0.00	765.06	( 765.06)	0%	0%
290-710400-000-000-0	FOOD - LUNCH PROGRAM	0.00	3,566.24	13,693.33	( 13,693.33)	0%	0%
290-710450-000-000-0	OTHER FOOD SUPPLIES	0.00	0.00	601.46	( 601.46)	0%	0%
290-710550-000-000-0	EQUIPMENT - LUNCH PROGRAM	0.00	0.00	2,244.07	( 2,244.07)	0%	0%
	****TOTAL EXPENDITURES	0.00	5,006.24	22,247.59	22,247.50CR	0%	0%

ACCT #	ACCT NAME	BEG BALANCE	MTD ACTIVITY	YTD BALANCE
<b>GENERAL FUND</b>				
100-111100-000-000-0	CASH IN BANK - D. J. EVANS	326,748.47	46,638.49CR	280,111.98
100-111600-000-000-0	SAVINGS GENERAL	100.00	0.00	100.00
100-111800-000-000-0	PETTY CASH	7,555.07	8.00CR	7,547.07
100-112100-000-000-0	INVESTMENTS - GENERAL FUND	0.00	0.00	0.00
100-114000-000-000-0	ACCOUNTS RECEIVABLE - GENERAL FUND	0.00	0.00	0.00
100-114200-000-000-0	PAYROLL ADVANCES	0.00	0.00	0.00
100-118100-000-000-0	PREPAID LEASE	0.00	0.00	0.00
100-213000-000-000-0	ACCOUNTS PAYABLE - GENERAL FUND	0.00	0.00	0.00
100-213200-000-000-0	FUNDRAISING	0.00	0.00	0.00
100-213300-000-000-0	CLASS FEES	0.00	0.00	0.00
100-217100-000-000-0	SALARIES PAYABLE - GENERAL FUND	0.00	0.00	0.00
100-217200-000-000-0	BENEFITS PAYABLE - GENERAL FUND	0.00	0.00	0.00
100-320200-000-000-0	FUND BALANCE - GENERAL FUND	304,493.57CR	46,844.49	287,759.08CR
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>ALBERTSON FOUNDATION</b>				
230-111100-000-000-0	CASH IN BANK - ALBERTSON GRANT	58,658.34	0.24CR	58,658.34
230-114000-000-000-0	ACCOUNTS RECEIVABLE - ALBERTSON	0.00	0.00	0.00
230-213000-000-000-0	ACCOUNTS PAYABLE - ALBERTSON GRANT	0.00	0.00	0.00
230-320200-000-000-0	FUND BALANCE	58,658.34CR	0.24	58,658.34CR
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>TECHNOLOGY FUND</b>				
245-111100-000-000-0	CASH IN BANK - TECHNOLOGY FUND	175.64	0.00	175.64
245-114000-000-000-0	ACCOUNTS RECEIVABLE	0.00	0.00	0.00
245-213000-000-000-0	ACCOUNTS PAYABLE	0.00	0.00	0.00
245-320200-000-000-0	FUND BALANCE	175.64CR	0.00	175.64CR
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>TITLE I FUND</b>				
261-111100-000-000-0	CASH IN BANK - TITLE I	4,241.23CR	1,843.28CR	6,084.51CR
261-114000-000-000-0	ACCOUNTS RECEIVABLE - TITLE I	0.00	0.00	0.00
261-213000-000-000-0	ACCOUNTS PAYABLE - TITLE I	0.00	0.00	0.00
261-217100-000-000-0	SALARIES PAYABLE - TITLE I	0.00	0.00	0.00
261-217200-000-000-0	BENEFITS PAYABLE - TITLE I	0.00	0.00	0.00
261-221000-000-000-0	DEFERRED REVENUE	0.00	0.00	0.00
261-320100-000-000-0	FUND BALANCE - TITLE I	4,241.23	1,843.28	6,084.51
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>TITLE VI-B FUND</b>				
257-111100-000-000-0	CASH IN BANK - TITLE VI-B	2,472.72CR	3,039.60CR	5,512.22CR
257-114000-000-000-0	ACCOUNTS RECEIVABLE - TITLE VI-B	0.00	0.00	0.00
257-213000-000-000-0	ACCOUNTS PAYABLE - TITLE VI-B	0.00	0.00	0.00
257-217100-000-000-0	SALARIES PAYABLE - TITLE VI-B	0.00	0.00	0.00
257-217200-000-000-0	BENEFITS PAYABLE - TITLE VI-B	0.00	0.00	0.00
257-320100-000-000-0	FUND BALANCE - TITLE VI-B	2,472.72	3,039.60	5,512.22
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>TITLE IIA FUND</b>				
271-111100-000-000-0	CASH IN BANK - TITLE IIA	143.68CR	0.00	143.68CR
271-114000-000-000-0	ACCTS REC - TITLE IIA	0.00	0.00	0.00
271-213000-000-000-0	ACCTS PAY - TITLE IIA	0.00	0.00	0.00
271-320200-000-000-0	FUND BALANCE - TITLE IIA	143.68	0.00	143.68
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>START UP GRANT</b>				
288-111100-000-000-0	CASH IN BANK - START UP GRANT	3,975.86	0.00	3,975.86
288-111800-000-000-0	PETTY CASH START UP FUNDS	3,814.81CR	0.00	3,814.81CR
288-114100-000-000-0	Accounts Receivable	0.00	0.00	0.00
288-213100-000-000-0	Account Payable	0.00	0.00	0.00
288-320200-000-000-0	FUND BALANCE	161.05CR	0.00	161.05CR
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>CHILD NUTRITION FUND</b>				
280-111100-000-000-0	CASH IN BANK LUNCH	2,490.63CR	1,549.53	941.10CR
280-111600-000-000-0	PETTY CASH - FOOD	2,274.60CR	411.43CR	2,635.93CR
280-114000-000-000-0	ACCOUNTS RECEIVABLE LUNCHES	0.00	0.00	0.00
280-213000-000-000-0	ACCOUNTS PAYABLE - SCHOOL LUNCH	0.00	0.00	0.00
280-320100-000-000-0	FUND BALANCE SCHOOL LUNCH	4,716.13	1,138.16CR	3,577.97
***NET TOTAL - BALANCE SHEET		0.00	0.00	0.00
<b>LONG TERM DEBT</b>				
910-111100-000-000-0	Cash in Bank - Long Term Debt	0.00	0.00	0.00
910-132000-000-000-0	Ant provided retirement of Debt	0.00	0.00	0.00
910-233000-000-000-0	Lease Obligation	0.00	0.00	0.00

# February 9, 2012

\*\*\* BALANCE SHEET \*\*\* HERITAGE ACADEMY

(Rprt: 01-MAIN REPORT; Dates: 00/00/00-12/31/11; PRINT: 01/10/12 3:57:46 PM)

MO-YR: 12-2011 12/31/11 PAGE 7

ACCT #	ACCT NAME	BEG BALANCE	MTD ACTIVITY	YTD BALANCE
910-320200-000-000-0	Fund Balance - Long term Debt	0.00	0.00	0.00
	***NET TOTAL - BALANCE SHEET	0.00	0.00	0.00

# February 9, 2012

\*\*\* BALANCE SHEET \*\*\* HERITAGE ACADEMY

(Rpt: 01-MAIN REPORT; Dates: 00/00/00-12/31/11; PRINT: 01/10/12 3:57:46 PM)

MO-YR: 12-2011 12/31/11 PAGE 8

ACCT #	ACCT NAME	BEG BALANCE	MTD ACTIVITY	YTD BALANCE
C A S H I N B A N K				
100-111100-000-000-0	CASH IN BANK - D. J. EVANS	326,748.47	45,636.49CR	280,111.98
100-111800-000-000-0	SAVINGS GENERAL	100.00	0.00	100.00
100-111800-000-000-0	PETTY CASH	7,555.07	0.00CR	7,547.07
230-111100-000-000-0	CASH IN BANK - ALBERTSON GRANT	58,858.58	0.24CR	58,858.34
245-111100-000-000-0	CASH IN BANK - TECHNOLOGY FUND	175.54	0.00	175.54
261-111100-000-000-0	CASH IN BANK - TITLE I	4,241.23CR	1,843.28CR	6,084.51CR
267-111100-000-000-0	CASH IN BANK - TITLE VI-B	2,473.72CR	3,036.50CR	5,512.22CR
271-111100-000-000-0	CASH IN BANK - TITLE IIA	143.68CR	0.00	143.68CR
273-111100-000-000-0	Cash in Bank - DRUG FREE FUND	0.00	0.00	0.00
288-111100-000-000-0	CASH IN BANK - START UP GRANT	3,975.86	0.00	3,975.86
288-111800-000-000-0	PETTY CASH START UP FUNDS	3,814.81CR	0.00	3,814.81CR
290-111800-000-000-0	PETTY CASH - FOOD	2,224.50CR	411.43CR	2,635.93CR
420-111100-000-000-0	CASH IN BANK - PLANT FACILITY	0.00	0.00	0.00
810-111100-000-000-0	Cash in Bank - Gen. Fixed Asset	0.00	0.00	0.00
910-111100-000-000-0	Cash in Bank - Long Term Debt	0.00	0.00	0.00
	**TOTAL CASH IN BANK	384,316.61	51,838.94CR	332,377.67

#### Special Education Coordinator

Heritage Academy will have at least one full time trained special education coordinator on staff at all times. The special education teacher will coordinate all special education related services and preside at all IEP meetings and initial team staffing meetings. The special education coordinator must possess the education, skills and credentials of a special educator who can work with appropriate professionals (school psychologist, speech and language pathologist, etc.) to select, administer and interpret assessments for determining special education eligibility. In addition, the special education coordinator will provide support and training (or coordinate trainings) for Heritage Academy's principal and staff to regarding the Individuals with Disabilities Education Act, the Idaho Special Education Manual and special education rules and requirements for Idaho public schools.

#### Employment Issues

All recommendations for hiring and firing of Heritage Academy employees, except for the school administrator, will made by the school administrator and subject to approval by the responsibility of the Board. The Heritage Academy Board of Directors will be responsible for hiring a school administrator and for any personnel actions directly involving the school administrator. The principal, teachers, and other staff members may be selected to serve on hiring committees. The hiring committees will screen applicants and decide whom to interview. Individuals will be selected based on school needs and individual qualifications. All hiring will be approved through the Board, and candidates will be offered positions at Heritage Academy only upon Board approval.

#### Management of School Equipment & Supplies

Teachers will be responsible for all materials and supplies within their rooms. Yearly inventories will be used for insurance purposes and to assess replacement needs. Teacher supplies will be allocated on an "as-needed" basis, with the Director determining the "need." Each teacher will receive a budget for supplies and equipment, which may be purchased in accordance with Heritage Academy's Fiscal Policy.

#### Governing Board

The Governing Board is the ultimate policy-making organization and retains total control in the selection or removal of any service organization serving the school, the principal and school employees. No person that is an officer, director or shareholder in any service organization serving the school will serve as a member of the Governing Board of the School or vote on any matter affecting the school's relationship with the service organization(s). Any Governing Board member who serves as an officer, director or shareholder in any service

The final component involves Enrichment Learning and Teaching. This program consists of forming Enrichment Clusters. The goal is to apply knowledge and skills to produce a product or deliver a service for a community audience. Enrichment facilitators may include teachers, parents or community resource persons. Enrichment Clusters will meet one-half day each week, they will receive extra support and guidance in selecting activities and projects.

Dr. Renzulli's model does not replace existing school structure or curriculum, but seeks to improve them by providing enriched and challenging learning opportunities to all students based on personal interests. Heritage Academy will use research based and challenging curriculum as the basis for general instruction.

Heritage Academy may also purchase scientifically research based curriculum and materials as supplementary materials or for core classes in order to most effectively meet the needs of students in core content areas including math, science, language arts, reading and social studies. Heritage Academy will establish a curriculum committee responsible for initial selection and ongoing analysis of student achievement and review of curriculum. The committee will consider current research and will review the Idaho Department of Education approved curriculum lists in an effort to select the most effective instructional materials for students at the school.

**Special Emphasis:**

Heritage Academy will provide a solid foundation of knowledge that addresses a variety of topics. Although the curriculum will be generalized, Enrichment Cluster's will allow each student to pursue personal interests and talents. Our emphasis is creating an individualized learning environment that helps each student reach his/her potential.

Individuality is built into SEM through use of the Total Talent Portfolio (TTP). It is unique from many traditional assessment tools in that it focuses on strengths and "high-end learning" behaviors, rather than focusing on deficiencies. Portfolios use assessment tests and actual student work to determine student's interests and learning styles as well as their cognitive abilities. These portfolios will include student directed improvement goals along with follow up and self-assessment, which will be added at the bi-annual parent, teacher, student conference. The portfolio will follow students throughout their education and will serve as a tool to document personal growth and achievement. The portfolio will include the very best things we know about each student. Heritage Academy will use this information to develop appropriate enrichment activities and develop an individualized learning environment based on each student's strengths and talents.

		instills a sense of individual, social, and civic responsibility and enables the student to use newly found knowledge to solve community problems.
Standard 4: The skills necessary to communicate effectively are taught.	Teach students a range of effective communication skills appropriate for the 21 <sup>st</sup> century.	Heritage Academy will: <ol style="list-style-type: none"> <li>1. Emphasize meaningful language experience in language arts, enhanced by writing and memorization.</li> <li>2. Provide access to computers to teach students basic computer skills and, in the older grades, appropriate communication through technology (via e-mail and the internet).</li> <li>3. Provide instruction in a foreign language. Knowledge of a second language is essential in many occupations. In addition, knowledge of a second language will boost English proficiency, improve memory and self-discipline, and enhance verbal and problem-solving skills.</li> </ol>
Standard 5: A basic curriculum necessary to enable students to enter academic or professional-technical post-secondary educational programs is	Develop an educated citizenry for the 21 <sup>st</sup> century through a proven academic program where all students are offered an advanced curriculum.	Heritage Academy will: <ol style="list-style-type: none"> <li>1. Use the Idaho State Standards as a starting point to be enhanced by unifying themes and other creative methods.</li> <li>2. Offer a solid health curriculum as required by the state.</li> </ol>

Heritage Academy December 15, 2011	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	\$358,537.00	\$442,942.00	\$363,738.00	123.54%	140 Enrollment - based on current salary based apportionment
Benefit Apportionment	\$64,654.00		\$64,937.00	0.00%	
Entitlement	\$164,575.00		\$157,008.00	0.00%	Proposed budget enrollment was 150; Projected is 13C
State Transportation	\$40,500.00		\$76,424.00	0.00%	85% of cost
Lottery		\$6,500.00	\$6,500.00	#DIV/0!	Actual Lottery payment
Other State Funds (Specify)	\$4,200.00		\$4,200.00	0.00%	ISAT remediation, IRI, Technology 33-1022
Special Ed - Regular	\$30,000.00		\$14,241.00	0.00%	
Special Ed - ARRA				#DIV/0!	
Title I	\$15,000.00		\$35,083.00	0.00%	
Federal Title I Funds : ARRA				#DIV/0!	
Medicaid Reimbursement				#DIV/0!	
Title IIA	\$0.00		\$28,669.00	#DIV/0!	
Local Revenue (Specify)				#DIV/0!	
Federal Startup Grant				#DIV/0!	
Other Grants (Specify)				#DIV/0!	
Fundraising	\$500.00		\$2,500.00	0.00%	Several fundraisers planned
Interest Earned				#DIV/0!	
Other (Specify)				#DIV/0!	
Other (Specify)				#DIV/0!	
<b>TOTAL REVENUE</b>	<b>\$677,966.00</b>	<b>\$449,442.00</b>	<b>\$753,300.00</b>	<b>66.29%</b>	
<b>EXPENDITURES</b>					
<b>100 Salaries</b>					
Teachers	\$196,681.00	\$94,254.00	\$211,310.00	47.92%	4@\$31750; 1@38,000 (K-Title I); 1@46,20C
Special Education	\$48,846.00	\$5,512.00	\$18,000.00	11.28%	.2 Special Education Teacher; Principal is going through alternate route to become certified as on-site coordinato
Instructional Aides	\$27,360.00		\$21,000.00	0.00%	Title I Aides covered in Title I funding; 3 @ .5FTE
Classified/Office	\$63,000.00	\$31,013.00	\$63,000.00	49.23%	
Administration	\$67,000.00	\$36,547.00	\$67,000.00	54.55%	
Maintenance	\$0.00	\$584.00	\$7,000.00	#DIV/0!	Custodial salary; contract lawn care moved to line 63- Proposed budget has maintenance on line 6:
Other (Specify)				#DIV/0!	IT Support - contract moved to line 53
Other (Specify)			\$7,000.00	#DIV/0!	Spec Ed Aide - \$7,000 .5 FTE
<b>Total Salaries</b>	<b>\$402,887.00</b>	<b>\$167,910.00</b>	<b>\$394,310.00</b>	<b>41.68%</b>	
<b>200 Employee Benefits</b>					
PERSI/FICA/Benefits	\$112,212.00	\$40,266.00	\$109,252.00	35.88%	
Other (Specify)				#DIV/0!	
<b>Total Benefits</b>	<b>\$112,212.00</b>	<b>\$40,266.00</b>	<b>\$109,252.00</b>	<b>35.88%</b>	
<b>300 Purchased Services</b>					
Management Services	\$20,000.00	\$20,000.00	\$20,000.00	100.00%	Final payment made in August 2011
Staff Dev/Title IIA			\$28,670.00	#DIV/0!	covered in Title II funding above
Legal Pub/Advertising	\$500.00		\$500.00	0.00%	Advertising/Marketing
Legal Services	\$3,500.00		\$3,500.00	0.00%	Legal/permits/fees
Special Education	\$15,000.00	\$1,983.00	\$15,000.00	13.22%	Contract services
Liability & Property Ins	\$8,500.00	\$6,485.00	\$6,700.00	76.29%	Actual
Substitute Teachers	\$3,000.00	\$439.00	\$3,000.00	14.63%	
Board Expenses				#DIV/0!	
Computer Services	\$2,500.00		\$2,500.00	0.00%	testing/assessment
Transportation	\$54,000.00	\$21,172.00	\$89,910.00	39.21%	Actual from Northside Bus contract
Travel				#DIV/0!	
Other (Specify)	\$15,000.00	\$6,760.00	\$15,000.00	45.07%	copier lease/2M support/IT support
Other (Specify)	\$6,000.00	\$4,816.00	\$7,610.00	80.27%	audit fee/memberships
<b>Total Services</b>	<b>\$128,000.00</b>	<b>\$61,655.00</b>	<b>\$192,390.00</b>	<b>48.17%</b>	
<b>Facilities</b>					
Building Lease	\$71,500.00	\$39,010.00	\$71,500.00	0.00%	
Land Lease				#DIV/0!	
Modular Lease				#DIV/0!	
Utilities, Phones, Lndscp	\$29,580.00	\$6,903.00	\$29,580.00	1.48%	

# February 9, 2012

CURRENT FISCAL YEAR BUDGET COMPARISON

Site Preparation				0.00%	
Other (Specify)	\$41,000.00	\$36,594.00	\$49,000.00	#REF!	Maintenance & Repairs to building - added contract lawn care from line 31
Other (Specify)				#DIV/0!	
<b>Total Facilities</b>	<b>\$142,080.00</b>	<b>\$82,507.00</b>	<b>\$150,080.00</b>	<b>58.07%</b>	
<b>400 Supplies and Maintenance</b>					
Textbooks				#DIV/0!	Will use \$13,000 awarded from left over StartUp grant from Feds
School Supplies	\$500.00	\$697.00	\$1,000.00	139.40%	
Power School				#DIV/0!	
Custodial Supplies	\$6,000.00	\$1,231.00	\$3,000.00	20.52%	Used \$3,000 from Start Up grant to pre-stock custodial supplies for 2011-12
Other (Specify)				#DIV/0!	
Other (Specify)				#DIV/0!	
<b>Total Supplies</b>	<b>\$6,500.00</b>	<b>\$1,928.00</b>	<b>\$4,000.00</b>	<b>29.66%</b>	
<b>500 Capital Objects</b>					
Furniture	\$500.00		\$500.00	0.00%	
Technical AV Equipment				#DIV/0!	
Other (Specify)				#DIV/0!	
Other (Specify)				#DIV/0!	
Other (Specify)				#DIV/0!	
Other (Specify)				#DIV/0!	
<b>Total Capital Objects</b>	<b>\$500.00</b>	<b>\$0.00</b>	<b>\$500.00</b>	<b>0.00%</b>	
<b>Debt Service</b>					
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
<b>Total Debt Service</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	
<b>Grant Purchases</b>					
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
Specify				#DIV/0!	
<b>Total Grant Purchases</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	
Reserve Fund				#DIV/0!	
Building Fund				#DIV/0!	
<b>Total Expenses</b>	<b>\$792,179.00</b>	<b>\$354,266.00</b>	<b>\$850,532.00</b>	<b>44.72%</b>	
Carryover from Previous FY	\$230,000.00	\$0.00	\$235,000.00	0.00%	Albertson's Grant
<b>Reserve/(Deficit)</b>	<b>\$115,787.00</b>	<b>\$95,176.00</b>	<b>\$137,768.00</b>	<b>82.20%</b>	

Heritage Academy December 15, 2011	Proposed Budget	Notes		
<b>REVENUE</b>				
Local Revenue				
<b>State Revenue</b>	\$598,096.00			
Entitlement		Projected enrollment is 150		
<b>Wages</b>				
Administration				
Teachers				
Classified				
Medicaid				
Benefit				
Transportation	\$76,424.00	85% of actual costs		
<b>Federal Revenue</b>				
Title I	\$36,000.00			
Special Ed	\$15,000.00			
Title II	\$29,917.00			
Startup Grant				
Other Sources (Specify)	\$7,700.00	Technology, fund raising, ISAT, IRI		
Other Sources (Specify)	\$7,000.00	lottery		
Other Sources (Specify)				
<b>Total Revenue before holdback</b>	<b>\$770,137.00</b>			
<b>PROPOSED HOLDBACK</b>		Holdbacks should be estimated at a minimum of 5% - 5.5% for FY 2011.		
Teacher Salaries	\$10,565.00	\$211,310 x .05%		
Classified Salaries				
Admin Salaries				
Benefits				
Entitlement				
Transportation				
<b>Total Holdback</b>	<b>\$10,565.00</b>			
<b>Total Revenue after holdback</b>	<b>\$759,572.00</b>			
<b>EXPENDITURES</b>				
<b>100 Salaries</b>				
Teachers	\$211,310.00			
Admin	\$67,000.00			
Classified	\$103,250.00	Bus Mgr, Sec, Title I Aides, Spec Ed Aide, Custodial		
Special education	\$25,000.00			
Other (Specify)				
Other (Specify)				
<b>Total Salaries</b>	<b>\$406,560.00</b>			
<b>200 Benefits</b>				
Benefit Dollars				
PERSI/Payroll taxes	\$110,039.00			
Other (Specify)				
<b>Total Benefits</b>	<b>\$110,039.00</b>			
<b>300 Purchased Services</b>				
Transportation	\$89,910.00	Same as last year as there is room on the buses for addt'l kids		
Special Education	\$15,000.00			
Proctor costs				
Legal	\$3,500.00			
Insurance	\$6,700.00			
Copier Lease	\$11,000.00			
Printer Lease				
Facility Lease	\$71,500.00			
Utilities	\$29,580.00			
Professional Development	\$28,670.00	Title II funding		
Technology	\$6,100.00	Testing/Assessment - IT Support (\$3,600)		
Management Services	\$0.00			
Legal Publications/Advertising	\$500.00			
Substitute Teachers	\$3,000.00			

## February 9, 2012

UPCOMING FISCAL YEAR BUDGET COMPARISON

<b>Board Expenses</b>				
Other (Specify)	\$28,000.00	Maintenance & repair of building - moved \$8,000 from salaries for contract lawn/maintenance care		
Other (Specify)	\$7,610.00	Prog & Financial Audit/memberships		
<b>Total Purchased Services</b>	<b>\$301,070.00</b>			
<b>Supplies &amp; Materials</b>				
Teacher/Classroom	\$1,000.00			
Office	\$500.00			
Janitorial	\$6,000.00			
Textbooks				
Other (Specify)				
Other (Specify)				
<b>Total Supplies &amp; Materials</b>	<b>\$7,500.00</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>\$0.00</b>			
<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>\$825,169.00</b>			
<b>Carryover from Previous FY</b>	<b>\$137,768.00</b>	Reflects projected reserve/(deficit) from "current year" worksheet		
<b>Reserve/(Deficit)</b>	<b>\$72,171.00</b>			

**February 9, 2012**



Building upon a noble heritage.

Heritage Academy  
500 South Lincoln Ave  
Jerome, ID 83338  
(208) 595-1617

January 13, 2012

Idaho Public Charter School Commission  
650 W. State Street  
P. O. Box 83720  
Boise, ID 83720-0037

RE: Heritage Academy Charter Amendment for Increased Enrollment

Dear Commissioners:

Attached is the proposed Amendment with legislative formatting to Heritage Academy's charter. Based on the capacity of its facility and success of its program, Heritage Academy is petitioning for a gradual increase in enrollment over the next years of operation, bringing the enrollment capacity to a maximum of 450 students in grades K-8.

Heritage Academy further requests to have the option of adding one additional class each year per grade if the application numbers justify these additions. It is the intent of the Heritage Academy founders to be able to serve Heritage Academy's growing student population as students move from grade to grade. Our current facility has capacity for two classes per grade up to and including 6<sup>th</sup> grade.

Let me know if you have any additional questions.

Sincerely,

Kelly Bangerter  
Board Chair  
Heritage Academy

Attachment - Proposed Charter Amendment

### Target Student Population

Heritage Academy will open in the fall of 2011 within the boundaries of the Jerome School District and will serve a maximum of 175 students in grades K-6. For more information on the educational atmosphere and demographics, please reference Appendix J – Market Analysis. We project full enrollment of one class per grade in grades K-4 and one combined class of 25 for 5<sup>th</sup> and 6<sup>th</sup> grade. Heritage Academy in year two will increase the Kindergarten class size to a cap of 25 students in the A.M. class and cap of 25 students in the P.M. class. Heritage Academy, starting in year two, will also have the option to add one additional class per year starting with grade 1, if the application numbers justify these additions in grades 1- 6, with a cap of 25 students per class. As enrollment numbers expand Heritage Academy will to expand the grade offering to grades K-8 in subsequent years as determined by the board of directors, and as application numbers justify these additional grades. In the 7<sup>th</sup> and 8<sup>th</sup> grades, Heritage Academy will have a cap of 50 students per grade. As Heritage Academy's program matures, and in the event it is in the best interest of Heritage Academy, the board may seek approval from the IPCSC to serve additional grades.

**Deleted:** The founders of Heritage Academy acknowledge that it is not realistic that the school will open with full enrollment in its first year. Therefore, the —best case! budget assumptions contained within this petition

**Deleted:** It is our express intent to

**Deleted:** the grade offering at

**Deleted:** our

### Projected Enrollment Capacity

Based on the capacity of its facility and program, Heritage Academy's enrollment capacity is 450 students in grades K-8.

**Deleted:** is petitioning for an

**Deleted:** of

**Deleted:** 150

**Deleted:** in its first year of operation

**Deleted:** Each grade level will serve one class of 25 students.]]

February 9, 2012

		SCENARIO #1	5th grade is 25; Add 6th grade class with 25. Hire 1 additional teacher							
		SCENARIO #2	In addition to above add additional K class with 20 so K would be 40 students. Hire addtl Aide							
		SCENARIO #3	In Addition to above add a 2nd first grade class. Hire 1 additional teacher. <b>NOTE: SCENARIO #3 WAS APPROVE</b>							
		**ALL SCENARIOS include adding a full time Title I/SPED teacher								
HERITAGE ACADEMY										
	12/1/11 SCENARIOS	SCENARIO #1			SCENARIO #2			SCENARIO #3		
		Number	Rate	Amount	Number	Rate	Amount	Number	Rate	Amount
	Number of Students	K-4 = 125	1 class EA of 25		Two K classes-40			Two K classes - 40, 2 -1st grade		
		5th grade 25; 6th grade 25			5th & 6th grade- 25 each			5th & 6th grade- 25 each		
	Revenues:	Total 175	(8.5 units)		Total 190 students (8.7 units)			Total 215 students (10.2 units)		
	State Apportionment		3,599	629,844		\$ 3,387	\$643,624		3,464	744,853
	State Transportation		80%	71,928		80%	71,928		80%	71,928
	Nutrition Program			0	\$ -		0			0
	Federal Grants Title I-A &II-A			65,000			70,000			75,000
	IDEA			15,000			20,000			25,000
	Albertsons Grant									
	Fundraising			3,500			5,000			5,000
	ISAT remediation			1,000			1,000			1,000
	IRI			200			200			200
	Technology 33-1022			4,000			6,000			6,000
	Lottery			6,500			8,000			8,000
	<a href="#">Insert Revenue Lines Here</a>									
	<b>Total Revenues</b>			\$ 796,972			\$825,752			\$ 936,981
	State Holdback - 5%			39,849			41,288			46,849
	<b>Total Revenues after Holdback</b>			\$ 757,123			\$ 784,464			\$ 890,132
	Expenses:									
	Salaries:									
	Teachers- K,1st,3rd,4th,5th,6	\$ 31,752	6	\$190,512	\$ 31,752	6	\$190,512	\$ 31,752	7	\$222,264
	2nd grade Teacher	\$ 46,200	1	\$46,200	\$ 46,200	1	\$46,200	\$ 46,200	1	\$46,200
	Title I-Spec Ed Teacher	\$ 40,000	1	40,000	\$ 40,000	1	40,000	\$ 40,000	1	40,000
	Spec. Ed. Aide - 1	\$ 7,000	.5	7,000	\$ 7,000	0.5	7,000	\$ 7,000	0.5	7,000
	Instruct Aids/misc - Title I	\$ 7,000	3	21,000	\$ 7,000	.5x4	28,000	\$ 7,000	4	28,000
	Business Manager	\$ 45,000	1	45,000	\$ 45,000	1	45,000	\$ 45,000	1	45,000
	Administration	\$ 67,000	1	67,000	\$ 67,000	1	67,000	\$ 67,000	1	67,000
	Secretary	\$ 18,000	1	18,000	\$ 18,000	1	18,000	\$ 18,000	1	18,000
	Custodian (maint to exp)	\$ 7,000	1	7,000	\$ 7,000	1	7,000	\$ 700	1	7,000
	<a href="#">Insert Salaries Lines Here</a>									
	<b>Total Salaries</b>			\$441,712			\$448,712			\$480,464

February 9, 2012

	<b>Benefits:</b>								
	Retirement/PERSI	11.0%		\$ 45,508	11.0%		\$ 45,508	11.0%	\$ 49,001
	Health/Life Insurance	417 x 9		37,530	417 x 9		37,530	417 x 10	41,700
	Payroll Taxes	8.0%		35,337	8.0%		35,897	8.0%	38,437
	Workers Compensation	1.1%		4,859	1.1%		4,936	1.1%	5,285
	<a href="#">Insert Benefits Lines Here</a>								
	Total Benefits			\$123,234			\$123,871		\$ 134,423
	<b>Operating Expenses:</b>								
	Textbooks			\$0			\$0		\$0
	Supplies			\$2,000			\$2,000		\$2,000
	Equipment			\$500			\$500		\$500
	Contract Svcs-copier, IT			\$15,000			\$15,000		\$15,000
	SPED Contract services			\$15,000			\$15,000		\$15,000
	Legal			\$2,500			\$2,500		\$2,500
	Prog&Financial Audit			\$6,000			\$6,000		\$6,000
	Advertising/Marketing			\$500			\$500		\$500
	Gas/Electric/Telephone			\$29,580			\$29,580		\$29,580
	Liability & Property Insurance			\$6,700			\$6,700		\$6,700
	Testing & Assessment			\$1,500			\$1,500		\$1,500
	Mortgage			\$35,000			\$35,000		\$35,000
	Permits/Fees			\$1,000			\$1,000		\$1,000
	Custodial Supplies			\$6,000			\$6,000		\$6,000
	Grounds & Maintenance			\$8,000			\$8,000		\$10,000
	Management Fees								
	Prof. Dev. Title II-A			\$28,670			\$30,000		\$35,000
	Substitutes			3,000			3,000		3,000
	Memberships(ISBA,Chamber,Council,Admin)			\$1,610			\$1,610		\$1,610
	<a href="#">Insert OE Lines Here</a>								
	Total Operating Expenses			\$162,560			\$163,890		\$170,890
	<b>Program Expenses:</b>								
	Transportation (actual)			\$89,910			\$89,910		\$89,910
	Nutrition Program	\$ -		0	\$ -		0	\$ -	0
	<a href="#">Insert Program Expenses Lines Here</a>								
	Total Benefits			\$89,910			\$89,910		\$89,910
	<b>Total Expenses</b>			\$817,416			\$826,383		\$875,687
	<b>Net Operating Income/(Loss)</b>			-\$60,293			-\$41,919		\$14,445



February 9, 2012

		Yr 2-4 budget w approved amend									
		Year 2 (FY 2013)		Year 3 (FY 2014)		Year 4 (FY 2015)		NOTES: School notes in plain text. PCSC Staff notes in italics.			
		Number		Number		Number					
Number of Students K		50		50		50		Year 2 add 25 kindergarteners; add add'l 1st grade; separate 6th grade			
Number of Students 1-3		100		125		150		Year 3 add add'l 2nd grade			
Number of Students 4-6		75		75		75		Year 4 add add'l 3rd grade			
Number of Students 7-12											
Exceptional											
Total Number of Students		225		250		275					
<b>Revenues:</b>											
State Apportionment			\$744,853		\$807,821		\$889,337				
State Transportation		80%	71,928	80%	71,928	80%	71,928				
Nutrition Program			0		0		0				
Federal Grants			75,000		80,000		82,000				
Contributions/Donations			5,000		5,000		5,000				
State Revenue (IRI/LEP/Except/Voc)			7,200		7,200		7,000				
IDEA			25,000		25,000		28,000				
Lottery			8,000		10,500		12,000				
<a href="#">Insert Revenue Lines Here</a>											
<b>Total Revenues</b>			\$936,981		\$1,007,449		\$1,095,265				
<b>Expenses:</b>											
<b>Salaries:</b>											
Teachers		8	\$268,464	9	\$308,200	10	\$340,200				
Special Ed			40,000		40,000		40,000				
Spec Ed Aide		\$ 1	0.5	7,000	0.5	7,000	0.5	7,000			
Instructional Aides- Title I		\$ 4	0.5	28,000	\$ 5	0.5	35,000	\$ 5	0.5	35,000	
Classified/Office Staff			63,000		63,000		63,000				
Administration			67,000		67,000		67,000				
Nutritional Program			0		0		0				
Librarian			0		0		0				
Custodian			7,000		7,000		7,000				
<a href="#">Insert Salaries Lines Here</a>											
<b>Total Salaries</b>			\$480,464		\$527,200		\$559,200				
<b>Benefits:</b>											
Retirement/PERSI		11.0%	\$49,001	11.0%	\$53,372	11.0%	\$56,892				
Health/Life Insurance		325 x 10	39,000	325 x 11	42,900	325 x 12	46,800				
Payroll Taxes		8.0%	38,437	8.0%	42,180	8.0%	44,740				
Workers Compensation		1.1%	5,285	1.1%	5,800	1.1%	6,150				
<a href="#">Insert Benefits Lines Here</a>											
<b>Total Benefits</b>			\$131,723		\$144,252		\$154,582				
<b>Operating Expenses:</b>											
Textbooks			\$9,000		\$6,200		\$6,400				
Supplies			\$7,000		\$7,000		\$9,000				
Equipment			\$1,500		\$1,500		\$1,500				
Contract Services			\$15,000		\$15,000		\$20,000				
Legal			\$2,500		\$2,500		\$2,500				
Accounting			\$0		\$0		\$0				
Advertising/Marketing			\$1,000		\$1,000		\$1,000				
Gas/Electric/Water			\$16,500		\$16,500		\$16,500				
Telephone			\$4,000		\$4,000		\$4,000				

February 9, 2012

	Liability & Property Insurance		\$6,700		\$6,700		\$6,700
	Testing & Assessment		\$1,000		\$1,200		\$1,500
	Staff Development - Title II		\$35,000		\$38,000		\$39,000
	Membership/Fees		\$2,610		\$2,610		\$2,610
	Custodial Supplies		\$6,000		\$6,000		\$8,000
	Substitutes		\$3,000		\$4,000		\$5,000
	Mortgage		\$35,000		\$35,000		\$35,000
	Audits		\$6,000		\$6,000		\$6,000
	Grounds & Maintenance		\$8,000		\$8,000		\$8,000
	Miscellaneous						
	Insert OE Lines Here						
	Total Operating Expenses		\$159,810		\$161,210		\$172,710
	Program Expenses:						
	Transportation		\$89,910		\$89,910		\$89,910
	Nutrition Program		0		0		0
	Title I		40,000		42,000		43,000
	Title VI-B		15,000		18,000		20,000
	Insert Program Expenses Lines Here						
	Total Benefits		\$144,910		\$149,910		\$152,910
	Total Expenses						
			\$916,907		\$982,572		\$1,039,402
	Net Operating Income/(Loss)						
			\$20,074		\$24,877		\$55,863
	Beginning Fund Balance						
			137,768		157,842		182,719
	Ending Fund Balance						
			157,842		182,719		238,582

February 9, 2012

Yr 5-7 budget w approved amend									
		Year 5		Year 6		Year 7		NOTES: School notes in plain text. PCSC Staff notes in italics.	
		Number		Number		Number			
Number of Students K		50		50		50		Year 5 add add'l 4th grade	
Number of Students 1-3		150		150		150		Year 6 add add'l 5th grade	
Number of Students 4-6		100		125		150		Year 7 add add'l 6th grade	
Number of Students 7-12									
Exceptional									
Total Number of Students		300		325		350			
<b>Revenues:</b>									
State Apportionment			\$970,264		\$1,059,556		\$1,142,788		
State Transportation		80%	97,128	80%	97,128	80%	97,128		
Nutrition Program			0		0		0		
Federal Grants			85,000		87,000		90,000		
Contributions/Donations			5,000		5,000		5,000		
State Revenue (IRI/LEP/Except/Voc)			8,000		8,000		8,000		
IDEA			30,000		32,000		34,000		
Lottery			15,000		16,000		17,000		
<a href="#">Insert Revenue Lines Here</a>									
<b>Total Revenues</b>			\$1,210,392		\$1,304,684		\$1,393,916		
<b>Expenses:</b>									
<u>Salaries:</u>									
Teachers			11 \$372,200		12 \$404,200		13 \$436,200		
Special Ed			40,000		45,000		45,000		
Spec Ed Aide		\$ 2	0.5 14,000	\$ 2	0.5 14,000	\$ 2	0.5 14,000		
Instructional Aides- Title I		\$ 5	0.5 35,000	\$ 5	0.5 35,000	\$ 5	0.5 35,000		
Classified/Office Staff			63,000		63,000		63,000		
Administration			67,000		67,000		67,000		
Nutritional Program			0		0		0		
Librarian			0		0		0		
Custodian			7,000		7,000		7,000		
<a href="#">Insert Salaries Lines Here</a>									
<b>Total Salaries</b>			\$598,200		\$635,200		\$667,200		
<u>Benefits:</u>									
Retirement/PERSI		11.0%	\$60,412	11.0%	\$64,482	11.0%	\$68,002		
Health/Life Insurance		325 x 12 x 12	46,800	325 x 13 x 12	42,900	325 x 14 x 12	46,800		
Payroll Taxes		8.0%	47,856	8.0%	50,820	8.0%	53,380		
Workers Compensation		1.1%	6,580	1.1%	6,990	1.1%	7,340		
<a href="#">Insert Benefits Lines Here</a>									
<b>Total Benefits</b>			\$161,648		\$165,192		\$175,522		
<u>Operating Expenses:</u>									
Textbooks			\$6,400		\$6,400		\$6,400		
Supplies			\$10,000		\$10,000		\$10,000		
Equipment			\$2,000		\$1,500		\$1,500		
Contract Services			\$15,000		\$15,000		\$20,000		
Legal			\$2,500		\$2,500		\$2,500		
Accounting			\$0		\$0		\$0		
Advertising/Marketing			\$1,000		\$1,000		\$1,000		
Gas/Electric/Water			\$16,500		\$16,500		\$16,500		
Telephone			\$4,000		\$4,000		\$4,000		
Liability & Property Insurance			\$6,700		\$6,700		\$6,700		

February 9, 2012

	Testing & Assessment		\$1,000		\$1,200		\$1,500
	Staff Development - Title II		\$42,500		\$43,500		\$45,000
	Membership/Fees		\$2,610		\$2,610		\$2,610
	Custodial Supplies		\$10,000		\$10,000		\$12,000
	Substitutes		\$5,000		\$5,500		\$6,000
	Mortgage		\$35,000		\$35,000		\$35,000
	Audits		\$6,000		\$6,000		\$6,000
	Grounds & Maintenance		\$8,000		\$8,000		\$8,000
	Miscellaneous						
	Insert OE Lines Here						
	Total Operating Expenses		\$174,210		\$175,410		\$184,710
	Program Expenses:						
	Transportation		\$121,410		\$121,410		\$121,410
	Nutrition Program		0		0		0
	Title I		42,500		43,500		45,000
	Title VI-B		25,000		27,000		30,000
	Insert Program Expenses Lines Here						
	Total Benefits		\$188,910		\$191,910		\$196,410
	<b>Total Expenses</b>		\$1,122,968		\$1,167,712		\$1,223,842
	<b>Net Operating Income/(Loss)</b>		\$87,424		\$136,972		\$170,074
	<b>Beginning Fund Balance</b>		137,768		225,192		362,164
	<b>Ending Fund Balance</b>		225,192		362,164		532,238

February 9, 2012

HERITAGE ACADEMY		SECTION E - 3-Year Projection-only add separate 6th grade of 25								
3-Year Projection-only add 6th grade		Year 2012-13			Year 2013-14			Year 2014-15		
		Number	Rate	Amount	Number	Rate	Amount	Number	Rate	Amount
Number of Students		K-4 = 125	1 class EA of 25		175			175		
		5th grade 25; 6th grade 25								
<b>Revenues:</b>		Total 175	(8.5 units)							
State Apportionment			3,599	629,844		3,599	629,844		3,599	629,844
State Transportation			80%	71,928		80%	71,928		80%	71,928
Nutrition Program		\$ -		0	\$ -		0	\$ -		0
Federal Grants Title I-A & II-A				65,000			65,000			65,000
IDEA				15,000			15,000			15,000
Albertsons Grant										
Fundraising				3,500			3,500			3,500
ISAT remediation				1,000			1,000			1,000
IRI				200			200			200
Technology 33-1022				4,000			4,000			4,000
Lottery (actual)				6,500			6,500			6,500
<a href="#">Insert Revenue Lines Here</a>										
<b>Total Revenues</b>				\$ 796,972			\$ 796,972			\$ 796,972
State Holdback - 5%				39,849			39,849			39,849
<b>Total Revenues after Holdback</b>				\$ 757,123			\$ 757,123			\$ 757,123
<b>Expenses:</b>										
<u>Salaries:</u>										
Teachers- 1st,3rd,4th,5/6th		\$ 31,752	6	\$190,512	\$ 31,752	6	\$190,512	\$ 31,752	6	\$190,512
2nd grade Teacher		\$ 46,200	1	\$46,200	\$ 46,200	1	\$46,200	\$ 46,200	1	\$46,200
Title I-Spec Ed Teacher		\$ 40,000	1	40,000	\$ 40,000	1	40,000	\$ 40,000	1	40,000
Spec Ed Aide - 1		\$ 7,000	,5	7,000	\$ 7,000	,5	7,000	\$ 7,000	,5	7,000
Instruct Aids/misc - Title I		\$ 7,000	3	21,000	\$ 7,000	3	21,000	\$ 7,000	3	21,000
Business Manager		\$ 45,000	1	45,000	\$ 45,000	1	45,000	\$ 45,000	1	45,000
Administration		\$ 67,000	1	67,000	\$ 67,000	1	67,000	\$ 67,000	1	67,000
Secretary		\$ 18,000	1	18,000	\$ 18,000	1	18,000	\$ 18,000	1	18,000
Custodian (maint to exp)		\$ 7,000	1	7,000	\$ 7,000	1	7,000	\$ 7,000	1	7,000
<a href="#">Insert Salaries Lines Here</a>										
Total Salaries				\$441,712			\$441,712			\$441,712
<u>Benefits:</u>										

**February 9, 2012**

	Retirement/PERSI	11.0%	\$ 45,508	11.0%	\$ 45,508	11.0%	\$ 45,508
	Health/Life Insurance	417 x 9	37,530	417 x 9	37,530	417 x 9	37,530
	Payroll Taxes	8.0%	35,337	8.0%	35,337	8.0%	35,337
	Workers Compensation	1.1%	4,859	1.1%	4,859	1.1%	4,859
<a href="#">Insert Benefits Lines Here</a>							
	Total Benefits		\$123,234		\$123,234		\$123,234
	<u>Operating Expenses:</u>						
	Textbooks		\$0		\$0		\$0
	Supplies		\$2,000		\$2,000		\$2,000
	Equipment		\$500		\$500		\$500
	Contract Srvs-copier, IT		\$15,000		\$15,000		\$15,000
	SPED Contract services		\$15,000		\$15,000		\$15,000
	Legal		\$2,500		\$2,500		\$2,500
	Prog&Financial Audit		\$6,000		\$6,000		\$6,000
	Advertising/Marketing		\$500		\$500		\$500
	Gas/Electric/Telephone		\$29,580		\$29,580		\$29,580
	Liability & Property Insurance		\$6,700		\$6,700		\$6,700
	Testing & Assessment		\$1,500		\$1,500		\$1,500
	Mortgage		\$35,000		\$35,000		\$35,000
	Permits/Fees		\$1,000		\$1,000		\$1,000
	Custodial Supplies		\$6,000		\$6,000		\$6,000
	Grounds & Maintenance		\$8,000		\$8,000		\$8,000
	Management Fees		\$0		\$0		\$0
	Prof. Dev. Title II-A		\$28,670		\$28,670		\$28,670
	Substitutes		3,000		3,000		3,000
	Memberships(ISBA,Chamber,Council,Admin)		\$1,610		\$1,610		\$1,610
<a href="#">Insert OE Lines Here</a>							
	Total Operating Expenses		\$162,560		\$162,560		\$162,560
	<u>Program Expenses:</u>						
	Transportation (actual)		\$89,910		\$89,910		\$89,910
	Nutrition Program	\$ -	0	\$ -	0	\$ -	0
<a href="#">Insert Program Expenses Lines Here</a>							
	Total Benefits		\$89,910		\$89,910		\$89,910



**February 9, 2012**

Heritage Academy Site Visit Report

January 19, 2012

Interview with Board Members:

Two board members participated in the interview. They view the mission of the school as being fulfilled but see it as an evolving process with the potential to do more. They feel the vision of the school is on target. Board members feel they function well as a board and understand their role. The strategic plan is being solidified. More training is needed. Facility concerns involve the old building and costly maintenance. Everything is in working order but repairs are commonplace due to the age of the building. They would like to see plumbing and electrical work upgraded as well as the outside structures including playground, fence, and pick up area.

Strengths of the school include having highly involved parents, diversity of the board, qualified and dedicated employees, and a common vision among all staff and the board. Areas they would like to improve include funding issues and the stress associated with starting a new school.

It seems unclear whether or not the board understands the gravity of the school's financial situation. With enrollment stabilizing at 175 and expenses remaining unchanged, the school will be operating with a loss of about \$60,000 each year. Reserves will run out in 2014-2015. Currently the board has no contingency plan for dealing with this situation. At the suggestion of PCSC staff, they are beginning to develop one which may entail reducing the administration and business manager positions to part time. The reality of reducing the two positions is questionable due to the fact that the administrator is currently filling a broad range of roles and the business manager reports working 50 hours per week.

Marketing efforts have included flyers in town, parade floats and flyers, community enrichment day, newspaper ads, and efforts to specifically reach the Hispanic population with ads and events at a local Mexican restaurant. The school plans to repeat many of these events. They view word of mouth as being the most effective marketing tool.

Interview with Administrator:

The administrator describes the school as being "a ways away" from fulfilling its mission. He believes gradual implementation of the School Wide Enrichment Model is needed with a 3-5 year time frame. They will begin mini enrichment clusters in February and continue them in May. This appears to be a violation of the school's charter which states that enrichment clusters will meet ½ day each week.

Administration considers the board to be supportive, strong, and committed. They are not micro-managing and seem to understand their role. The board chair has previous board experience and has been valuable in training other board members. The board has participated in retreats to obtain further training.

**February 9, 2012**

Similar facility concerns are expressed by the administrator and the board. The administrator would like to put money into the facility to update it and make it more efficient. Maintenance issues are constant and expensive. He believes exterior work on the building and grounds would help with marketing efforts as well.

Many roles are fulfilled by the administrator. He acts as a classroom aide, computer lab instructor, special education director, EL instructor and administrator. He describes his workload as being manageable and feels he is able to handle the extra duties. The SDE has approved the administrator for alternate route special education certification.

Academic strengths of the school include IRI results, lower grades math program, and using AIMSWEB to benchmark students. Administration believes students are on track to meet the MSES outlined in the charter but with no previous data to use for comparison, this is a strictly subjective opinion. Areas needing improvement are offering more science opportunities, increasing science facilities, spending more time on history, and better meeting the needs of students in the fifth and sixth grade combination class especially in math.

Teacher evaluations are based on the Danielson model and are in progress, texts are aligned to common core standards and teachers are aware of the standards but need training for implementation. The school did not meet the pay for performance plan deadline with the SDE so it is currently based on ISAT scores by default.

Interview with Business Manager:

The business manager is on site one day per week. She reports working about 50 hours per week. The workload has gotten better. She feels she is able to get much more done from home as there are no interruptions. She has learned the 2M accounting system and ISEE reporting. Resources are available to call when help is needed.

Budget changes have included the addition of more Title I and special education aides so teachers are able to have more plan time. A special education teacher has been hired. She is on site two afternoons per week. Next year's budget allows for a part time special education teacher. The administrator is now coded as .6 administration and .4 special education. The business manager reports that the recoding has increased the school's revenue. The charter states that the school will have at least one full time trained special education coordinator on staff at all times. It appears this requirement is not being met.

The school is in the process of trying to refinance the mortgage loan. An application has been submitted to the USDA. A final decision is expected sometime this summer. The refinance would convert the 30 year 6 ½% loan of \$350,000 to a 4% 40 year loan of \$750,000. The extra money would be used to provide both interior and exterior facility upgrades. The payment would decrease from \$71,500 to \$35,000. School officials believe the school would benefit from the refinance in two ways. Payments would be lower and maintenance costs would be reduced. The scenario where the refinance is approved is reflected in budget estimates submitted in January 2012.

## February 9, 2012

An amendment to the charter requesting increasing the overall enrollment cap from 175 to 450 and adding additional grades as needed is being proposed. Without approval of the amendment and enrollment stabilizing at 175, the school estimates it will operate with a loss of about \$60,000 for the next three years. Reserves will run out in the year 2014-2015. With approval of the amendment and increased enrollment, the financial position of the school has the potential to improve dramatically. They will operate with an income each year and should have a substantial reserve built by the sixth year.

Budgets submitted with the amendment proposal depend on enrollment of 225 next year. This would entail enrolling 78 additional students while retaining all current students. Additionally, the budget proposals rely on filling the fifth and sixth grades. Each year after the first year, budget projections count on increasing enrollment by 25 students until it stabilizes at 350 in grades K-6 by year 7. The reality of reaching the proposed enrollment numbers remains questionable.

It is believed by the board and administration that the school is operating on bare bones. Therefore, it is difficult to find places where cuts could be made. There is no contingency plan in place to ensure financial stability of the school if the amendment is not approved or if the enrollment numbers are not reached.

### Program Strengths:

- Dedicated staff, administration, and board
- Texts aligned to common core standards
- Teacher evaluations in process of being completed
- Board and administration have a good working relationship
- Involved parents

### Program Concerns:

- Financial stability
- Administrator taking on many extra duties
- Special education multi-disciplinary team still being developed
- Unclear how fully RTI is implemented
- Inadequate data acquisition and use to drive decision making
- Missed pay for performance deadline
- Possible charter violations include:
  - Full time special education teacher not hired
  - Foreign language instruction is not offered
  - Accreditation - Heritage Academy is not accredited. This is not necessarily expected in the first year; however, the charter states the school will be accredited. School officials plan to amend the charter as only 9-12 schools are required to be accredited according to statute.
  - Curriculum cluster time requirements not being met

Possible Amendments:

- MSES
- Other possible violations as noted above
- Fix grammatical and spelling errors – no amendment needed

Recommendations:

- Find ways to cut expenses so the school operates without a loss
- Increase marketing efforts to obtain needed enrollment
- Revise MSES
- Propose needed amendments ASAP
- Implement common core standards
- Acquire data and use it to determine program effectiveness and drive decision making.

Materials requested:

- Quarterly fiscal and enrollment updates