

Annual Performance Report 2021

Heritage Academy, Inc.

Mission Statement: Our school community brings together the resources necessary to help all students grow and succeed.

Chair/President

Secretary

Clerk

Administrator

Business Manager

School Location

School Phone

Carroll Cone

Chris Myhre

Sonja Howerton

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Introduction

Charter schools in Idaho operate on 5-year terms as defined in a Performance Certificate executed between the school's board and its authorizer. In addition, Idaho law requires that every certificate includes a framework describing the expectations the school must meet in order to earn a next operational term. It also requires that charter school authorizer's complete performance reports for the schools they oversee each year. The annual performance report serves the following purposes:

- 1. To provide transparent information about charter school quality to the public;
- 2. To ensure charter school boards have access to clear expectations and;
- 3. To inform mid-term authorizing decisions.

This report reflects how the school's outcomes during the most recently completed school year measure up against the expectations established in the framework. At the end of each 5-year term, the authorizer reviews the school's annual reports and financial data to inform its decision to renew, conditionally renew, or non-renew, the school for a subsequent term.

Each measure included in the IPCSC's framework has a meets standard benchmark. A school that meets standard on all measures at the end of its current operational term is guaranteed an unconditional renewal. A school that does not meet standard on at least one measure at the end of its current operational term may be conditionally renewed or non-renewed. Because the outcomes on this report inform high-stakes decisions, schools are encouraged to use this information to support their strategic planning efforts each year.

COVID-19 NOTE: Please note that due to the COVID-19 pandemic, the IPCSC has suspended ratings (exceeds, meets, etc.) on academic and financial measures for the FY21 report. All outcomes are included in this report; however, outcomes are not rated.

Heritage Academy, Inc. Performance Certificate: HA Performance Certificate

Performance Framework: <u>IPCSC Performance Framework</u>

Current Term: 2017-2022

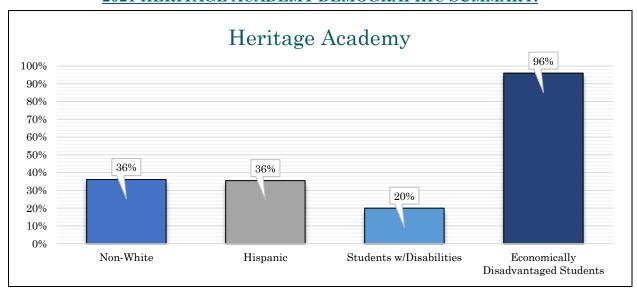
School Overview

Model:	Schoolwide Enrichment
Enrollment Capacity:	210
Grades Served:	K-8
Enrollment Projected FY22:	176

Key Design Elements:

- Use the School Enrichment Model (SEM) to provide expanded educational opportunities for all students based on their strengths and interests in order to engage them in their learning, thereby raising expectations and achievement for all. The fundamental aspect of the SEM is Enrichment Clusters
 - Each student participates in at least one enrichment cluster per school year. Clusters last 6-12 weeks, and typically meet once per week.
 - Students work in small groups to produce products or services that solve real-world problems and benefit the students, their school, or the larger community.
- Strong Social Emotional Learning (SEL) program
 - o Implementation of 7 Mindsets Program
 - Safe environment
 - Students are provided with a safe school facility.
 - Students have access to adults willing to listen and protect students' safety.
 - Students are provided with education and tools to encourage safe behavior among themselves.
 - A strong, anti-bullying policy will be enforced.
- Community School Approach to Meeting the Needs of Students and Families
 - o Community partnerships developed to support students and families
 - O Social, emotional and academic needs of students and families are addressed as part of a comprehensive approach to helping students succeed in school and in life.

2021 HERITAGE ACADEMY DEMOGRAPHIC SUMMARY:



2020-2021 Annual Snapshot

Schools are encouraged to use this information for strategic planning and to ensure that any identified weaknesses are addressed in advance of renewal consideration.

RATING LEGEND	DOES NOT ME STANDARD		MEETS STANDARD	EXCEEDS STANDARD	N	NOT RATED DUE TO PANDEMIC
ACADEMIC OUTCOMES:		FINANCIAL OUTCOMES: NEAR TERM MEASURES				
Math Profic	iency	20%	Current Ratio		45.40	
Math Grow	th	Data Not Available for 2020-2021	Unrestricted D	ays Cash	81	
ELA Profici	ency	31%	Default		None	
ELA Growt	h	Data Not Available for 2020-2021	Enrollment Va	riance	96.88%	
Literacy Pro	oficiency	FALL IRI: 24% SPRING IRI: 65%				

OPERATIONAL OUTCOMES: BOARD STEWARDSHIP			
Governance Structure	EXCEEDS STANDARD		
Governance Oversight	EXCEEDS STANDARD		
Governance Compliance	EXCEEDS STANDARD		

OPERATIONAL OUTCOMES: MANAGEMENT		
Student Services	EXCEEDS STANDARD	
Data Security/Transparency	EXCEEDS STANDARD	
Facility & Services	EXCEEDS STANDARD	
Operational Compliance	EXCEEDS STANDARD	

FINANCIAL OUTCOMES: SUSTAINABILITY MEASURES				
Total Margin 3 Yr. Aggregate Margin	TM: 17.72% 3YR: 8.15%			
Cash Flow Multi-Year Cash Flow	CF: \$228,652 MY:\$231,639			
Debt Service Coverage Ratio	Debt Free			
Debt Asset Ratio	.14			
Financial Compliance	Not Rated for 2020-2021			

Note: Due to the impact of the pandemic, Academic outcomes were not available for the 2019-2020 school year. Academic outcomes are available but will <u>not</u> be rated for the 2020-2021 school year.

Academic Outcomes

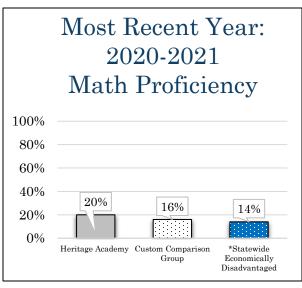
MATH PROFICIENCY & MATH GROWTH

Why This Matters:

The IPCSC must determine whether the academic performance at the school represents a favorable return on the investment of public dollars. For context, the IPCSC considers the school's performance in relation to other educational choices available to families. A school that performs as well or better than the average of its comparison group on the statewide mathematics assessment (ISAT) meets the IPCSC standard on both the math proficiency and math growth measures.

If this standard is not yet met, the school should focus its strategic planning on improving mathematics achievement outcomes to ensure the school will earn a next operational term. If the standard is met, strategic planning may focus on whatever data points will best establish and sustain an exemplary school of the specific model for which the school is chartered.

Comparison Group: <u>Heritage Community Charter School (1343)</u>; <u>Chief Tahgee Elementary (1347)</u>; <u>Bickel Elementary School (0820)</u>; <u>Central Elementary (0447)</u>; <u>Lakeside Elementary (0752)</u>; <u>Garfield Elementary (0303)</u>





RATING	DOES NOT MEET	APPROACHES	MEETS	EXCEEDS	NOT RATED DUE TO
LEGEND	STANDARD	STANDARD	STANDARD	STANDARD	PANDEMIC

*Please see the Performance Framework Rubrics for details regarding how each measure is rated.

MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
MATH PROFICIENCY	Rating Not Applicable for 2020-2021	Not Applicable for 2020-2021 School Year

MEASURE	GROWTH RATING	APPLICABLE RUBRIC DESCRIPTION
MATH GROWTH	Rating Not Applicable for 2020-2021	Not Applicable for 2020-2021 School Year

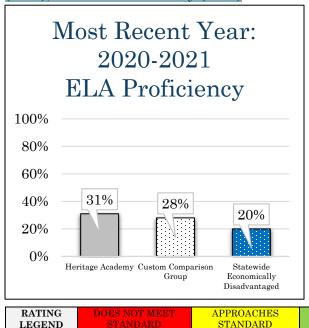
Academic Outcomes ELA PROFICIENCY & ELA GROWTH

Why This Matters:

The IPCSC must determine whether the academic performance at the school represents a favorable return on the investment of public dollars. For context, the IPCSC considers the school's performance in relation to other educational choices available to families. A school that performs as well or better than the average of its comparison group on the statewide ELA assessment (ISAT) meets the IPCSC standard on both the ELA proficiency and ELA growth measures.

If this standard is not yet met, the school should focus its strategic planning on improving these outcomes to ensure the school will earn a next operational term. If the standard is met, strategic planning may focus on whatever data points will best establish and sustain an exemplary school of the specific model for which the school is chartered.

Comparison Group: <u>Heritage Community Charter School (1343)</u>; <u>Chief Tahgee Elementary (1347)</u>; <u>Bickel Elementary School (0820)</u>; <u>Central Elementary (0447)</u>; <u>Lakeside Elementary (0752)</u>; <u>Garfield Elementary (0303)</u>





STANDARD

*Please see the <u>Performance Framework Rubrics</u> for details regarding how each measure is rated.

MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
ELA PROFICIENCY	Rating Not Applicable for 2020-2021	Not Applicable for 2020-2021 School Year

STANDARD

MEASURE	GROWTH RATING	APPLICABLE RUBRIC DESCRIPTION
ELA GROWTH	Rating Not Applicable for 2020-2021	Not Applicable for 2020-2021 School Year

PANDEMIC

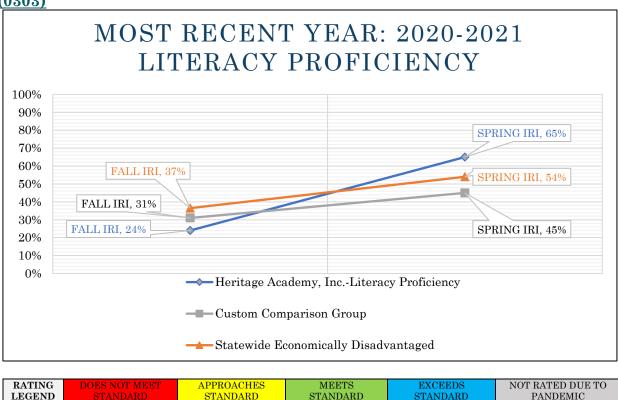
Academic Outcomes LITERACY PROFICIENCY

Why This Matters:

The IPCSC must determine whether the academic performance at the school represents a favorable return on the investment of public dollars. For context, the IPCSC considers the school's performance in relation to other educational choices available to families. A school that performs as well or better than the average of its comparison group on the spring statewide literacy assessment (IRI) meets the IPCSC standard. Alternatively, a school that did not perform as well or better than its comparison group on the spring assessment, but that did improve its outcome by at least 10% from fall to spring, also meets standard.

If this standard is not yet met, the school should focus its strategic planning on improving these outcomes to ensure the school will earn a next operational term. If the standard is met, strategic planning may focus on whatever data points will best establish and sustain an exemplary school of the specific model for which the school is chartered.

Comparison Group: <u>Heritage Community Charter School (1343)</u>; <u>Chief Tahgee Elementary (1347)</u>; <u>Bickel Elementary School (0820)</u>; <u>Central Elementary (0447)</u>; <u>Lakeside Elementary (0752)</u>; <u>Garfield Elementary (0303)</u>



*Please see the Performance Framework Rubrics for details regarding how each measure is rated.

MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
LITERACY PROFICIENCY	Rating Not Applicable for 2020-2021	Not Applicable for 2020-2021 School Year

Longitudinal Academic Ratings | 2017-2022

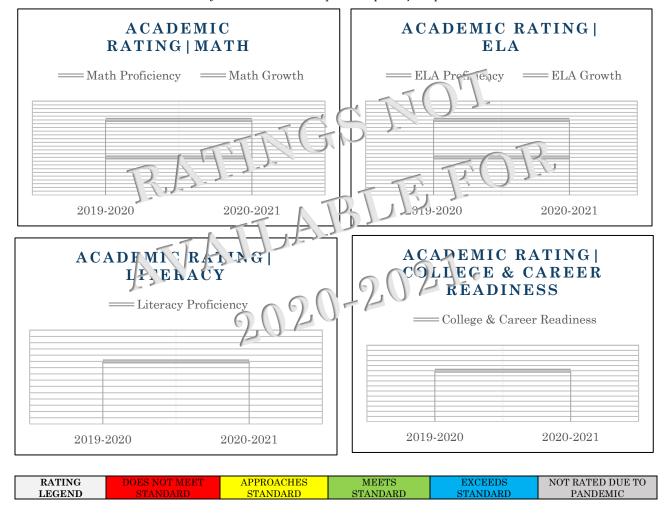
Longitudinal data provides a snapshot of a school's ratings over the school's current performance certificate (5 years). This data helps to identify performance trends and changes over time. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approach its next renewal decision.

Academic Ratings | Historical Framework

SCHOOL YEAR	ACADEMIC GEN ED OUTCOME
2017-2018	CRITICAL
2018-2019	CRITICAL

Academic Ratings | Revised Framework

Due to COVID-19 pandemic, no academic data was available for the 2019-2020 school year. Additionally, as ratings are sued to inform charter renewal decisions, the IPCSC chose to suspend ratings for the 2020-21 school year due to the anticipated impact of the pandemic.



Operational Outcomes BOARD STEWARDSHIP

Why This Matters:

At the highest level, the success of a charter school is driven by the ability of its governing board to govern effectively. The measures in this section help identify the strengths and challenges faced by the school's board. As success on these measures was not unduly influenced by the pandemic, ratings are applied for the 2020-2021 school year. *Please see the Performance Framework Rubrics for details regarding how each measure is rated.

Governance Structure Measure	Data/Evidence Source
The board bylaws are compliant with ID law.	Bylaws 11/15/2013. *Please provide an updated copy if any amendments have been made as of 7/1/21.
The school's articles of incorporation are current.	Articles of Incorporation initially filed on 8/21/2009. Most recently updated on 7/3/2020.
The board does operate in compliance with its bylaws.	*No instances of non-compliance documented.
Investigations were not conducted into ethical behavior or conflict of interest regarding any board director this year.	*No instances of non-compliance documented.
The board did not experience Open Meeting Law violations that needed to be cured this year.	*No instances of non-compliance documented.

STANDARD RATING: EX	XCEEDS STANDARD
Governance Oversight Measure	Data/Evidence Source
The IPCSC did not evaluate the boards review of academic data in a timely and thorough manner due to pandemic for 2020-2021.	*No instances of non-compliance documented.
The board did review financial reports in a timely and thorough manner.	*No instances of non-compliance documented.
The board did maintain compliant policies.	*No instances of non-compliance documented.
The board did engage in strategic planning.	*No instances of non-compliance documented.
The board did conduct a compliant evaluation of their school leader or management organization.	*No instances of non-compliance documented.
Comments/ Context:	

STANDARD RATING: EX	KCEEDS STANDARD
Governance Compliance Measure	Data/Evidence Source
The IPCSC did not issue courtesy letters to the school noting compliance concerns this year.	*No instances of non-compliance documented.
Another investigative body was not notified of concerns at this school this year.	*No instances of non-compliance documented.
Comments/ Context:	

Operational Outcomes MANAGEMENT

Why This Matters:

The systems and structures that support school operations are an important part of the school's overall success. The measures in this section help identify the strengths and challenges that impact the school's day-to-day operations. As success on these measures was not unduly influenced by the pandemic, ratings are applied for the 2020-2021 school year.

STANDARD RATING: EXCEE	DS STANDARD
Student Services	Data/Evidence Source
The school's English Language Learners program is in good standing.	*No instances of non-compliance documented.
The school's Special Education program is in good standing.	*No instances of non-compliance documented.
The school's college and career readiness program is in good standing.	Continuous Improvement Plan 2020-2021
Comments/ Context:	

STANDARD RATING: EXCE	EDS STANDARD
Data Security and Information Transparency	Data/Evidence Source
The school's website is compliant and updated appropriately.	*No instances of non-compliance documented.
The school did not experience issues involving data security this year.	*No instances of non-compliance documented.
The school did not experience compliance issues with public records requests.	*No instances of non-compliance documented.
Comments/ Context:	

STANDARD RATING: EXCE	EDS STANDAKD
Facility and Services	Data/Evidence Source
The school's occupancy certificate is current.	*No instances of non-compliance documented.
Safety inspections and evacuation drills are compliant.	*Most Recent: 9/15/2020
	No instances of non-compliance documented.
The IPCSC did not evaluate school transportation for students due to measure being waived for 2020-2021.	*No instances of non-compliance documented.
The IPCSC did not evaluate school nutrition for students due to measure being waived for 2020-2021	*No instances of non-compliance documented.
Comments/ Context:	

STANDARD RATING: EXCEEDS STANDARD		
Operational Compliance	Data/Evidence Source	
Required reports were submitted accurately and on time.	*No instances of non-compliance documented.	
The enrollment process is compliant.	*No instances of non-compliance documented.	
The teachers are properly credentialed.	*No instances of non-compliance documented.	
Corrective action plans were not issued by the SDE this year.	*No instances of non-compliance documented.	
Comments/ Context:		

Longitudinal Operational Ratings | 2017-2022

Board Stewardship

Longitudinal data provides a snapshot of a school's ratings over the school's current performance certificate (5 years). This data helps to identify performance trends and changes over time. Schools are encouraged to consider how this data might be used to drive your strategic planning as your school approach its next renewal decision.

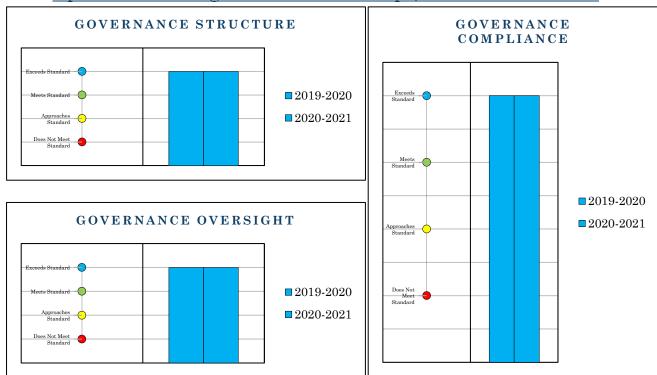
Ratings on the historical and revised framework are not comparable in the operational section. The two sets of data have been included. The school's operational ratings on the historical framework are provided for reference.

Operational Ratings | Historical Framework

School Year	Rating
2017-2018	HONOR
2018-2019	HONOR

Note: In 2020, the IPCSC reorganized these measures for clarity. Operational outcomes are now divided into two sections (board stewardship and management) based on the primary party responsible for the school's success on each measure.

Operational Ratings: Board Stewardship | Revised Framework



Longitudinal Operational Ratings | 2017-2022

Management

Longitudinal data provides a snapshot of a school's ratings over a the school's current performance certificate (5 years). This data helps to identify performance trends and changes over time. Schools are encouraged to consider how this data might be used to drive your strategic planning as your school approach its next renewal decision.

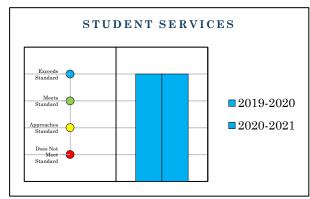
Ratings on the historical and revised framework are not comparable in the operational section. The two sets of data have been included. The school's operational ratings on the historical framework are provided for reference.

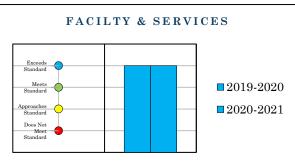
Operational Ratings | Historical Framework

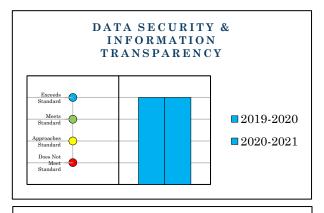
School Year	Rating
2017-2018	HONOR
2018-2019	HONOR

Note: In 2020, the IPCSC reorganized these measures for clarity. Operational outcomes are now divided into two sections (board stewardship and management) based on the primary party responsible for the school's success on each measure.

Operational Ratings: Management | Revised Framework









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Financial Outcomes NEAR TERM MEASURES

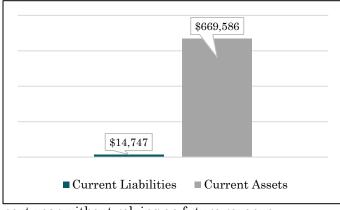
These measures evaluate whether a school is likely to meet its financial obligations in the next year. *Please see the Performance Framework Rubrics for details regarding how each measure is rated.

Current Ratio

The school has a current ratio of more than 1.5.

Current Ratio 45.40

Ratings Not Applicable for 2020-2021



next year without relying on future revenue.

Why This Matters:

Current Ratio is a comparison of a school's financial obligations due within one year (current liabilities) to the cash and investments held by the school (current assets).

A school with more assets than liabilities (a Current Ratio greater than 1.0) would be able to meet its financial obligations for the

A school with more liabilities than assets (a Current Ratio of less than 1.0) is dependent on revenue it has not yet received to meet existing financial obligations.

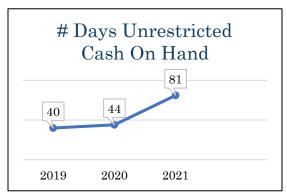
Unrestricted Days Cash

The school has more than 60 days cash on hand

Why this Matters:

This measure estimates a school's average daily cost of operations and considers the number of days a school could operate using only its available cash and investments.

A school with at least 60 days cash on hand would be able to meet its immediate financial obligations with available cash, buying the time it might take to



access other current assets. Occasionally, a planned purchase may decrease this number temporarily. In those cases, 30-60 days cash on hand with an upward trend is acceptable. A school with less than 15 days cash on hand is in financial distress and is at risk of automatic closure.

Default

The school is not in default of any financial obligations and did not experience any instances of default during the fiscal year.

Ratings Not Applicable for 2020-2021

Why this Matters:

This measure identifies whether a school has defaulted on any of its financial obligations. Default can mean many things. Examples of default include: paying bills late, failing to make payroll, or inaccurately filing reports required for funding. Default can also include a failure to meet any additional requirements of long-term debt as established by the lender (such as meeting a specific enrollment target or maintaining a greater amount of cash on hand than the PCSC requires).

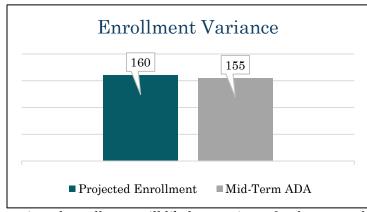
Any act of default can result in disruption of services, loans being called due, or funding that is inaccurate or withheld.

Enrollment Variance

The school achieved and sustained
at least 95% of its projected
enrollment during the most recent
school year.

Enrollment Variance 96.88%

Ratings Not Applicable for 2020-2021



Why this Matters:

The Enrollment Variance measure considers what percentage of a school's projected enrollment was achieved. As the majority of a public school's funding is generated by student enrollment, this measure reflects a school's ability to execute its budget to plan.

A school that achieves at least 95% of its

projected enrollment will likely experience few bumps and may make minor adjustments. A school that achieves less than 95% of projected enrollment is likely to face budget challenges requiring more significant budget amendments and may be in financial distress.

<u>Financial Outcomes</u> SUSTAINABILITY MEASURES

These measures help determine whether a school is likely to remain financially stable into the future.

Total Margin

The school's aggregated 3-year total margin	CY Total Margin	
is positive, and the most recent year's total	17.72%	Ratings Not
margin is positive.		Applicable
	3-Year Aggregated	for 2020-2021
	8.15%	

Why this Matters:

The Total Margin compares a school's total revenue to its net income. Specifically, this measure identifies what percentage of a school's total revenue in a given year was not expended during that year. A school with a positive total margin spent less than it brought in. That is, the school is living within its means and can plan for future purchases and investments.

An occasional negative total margin may indicate that a planned or necessary purchase has taken place. This is not necessarily a negative indicator.



However, if the Total Margin is chronically negative or severe decreases appear, the school may be in financial distress. Aggregating this margin over three years helps to identify these long-term trends.

Note: for the purposes of this calculation, pension liability is excluded from the school's net income.

Cash Flow

The school's multi-year cumulative cash flow has been positive, and the most recent year's cash flow has been positive for at least 3 consecutive years.

Most Recent Year \$228,652 Previous Year \$2,987 Multi-Year \$231,639

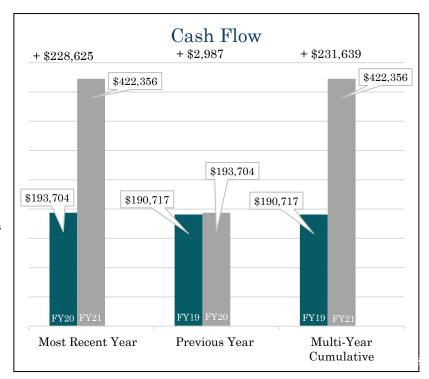
Ratings Not Applicable for 2020-2021

Why this Matters:

The Cash Flow measure considers the change in a school's cash balance over time. A school with a positive cash flow is increasing its reserves and is likely able to fund future projects and purchases.

A school with a negative cash flow is using its existing reserves to fund general operations and is not likely to have the financial flexibility to fund future plans.

A multi-year cumulative cash flow helps to identify long-term trends.

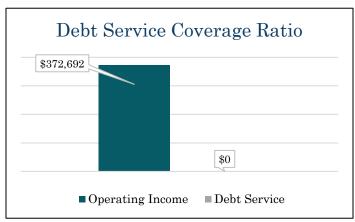


Debt Service Coverage Ratio

The school operate debt-free.

NA

Ratings Not Applicable for 2020-2021



Why this Matters:

This measure evaluates a school's ability to make payments on debt due in a given year using only that year's income. This helps determine whether a school has more debt than it can manage.

A school with more Operating Income than Debt Service (a Debt Service Coverage Ratio greater than 1) can meet the financial obligations of their debt. A

school with more Debt Service than Operating Income (a ratio of less than 1) is reliant on either reserves or revenues anticipated in future years to meet its debt obligations.

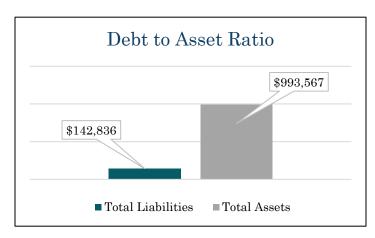
Debt to Asset Ratio

The school has maintained a debt to asset ratio less than .9 for at least 3	Debt/Asset Ratio .14	Ratings Not Applicable for 2020-2021
consecutive years.		

Why This Matters:

The Debt to Asset Ratio compares a school's total liabilities to its total assets. This helps determine whether a school would be able to meet both its short and long-term financial obligations.

A school whose total liabilities are 90% or less of its Total Assets is



likely to be able to repay all short-term debts and still manage to set its long-term affairs in order in a worst-case scenario. A school with more liabilities than assets would not be able to meet all its financial obligations in a worst-case scenario.

Note: for the purposes of this measure, pension liability is excluded from the school's total liabilities.

Financial Compliance

STANDARD RATING: NOT RATED FOR 2020-2021		
Financial Operations	Data and/or Evidence Source	
The school's finances are managed in compliance	Financial Audit 10/27/2021	
with GAAP.		
Expenditures and contracts are posted online	School's Expenditure Page 7/30/2021	
appropriately.	*See Comments	
The school maintains compliant internal controls.	*No instances of non-compliance documented.	
The school is not operating under a Notification of	*No instances of non-compliance documented.	
Fiscal Concern.		
The school is not operating under a Notification of	*No instances of non-compliance documented.	
Possible or Imminent Closure.		
Comments/Context		

Longitudinal Financial Ratings | 2017-2022

Longitudinal data provides a snapshot of a school's ratings over the school's current performance certificate (5 years). This data helps to identify performance trends and changes over time. Schools are encouraged to consider how this data might be used to drive your strategic planning as your school approach its next renewal decision.

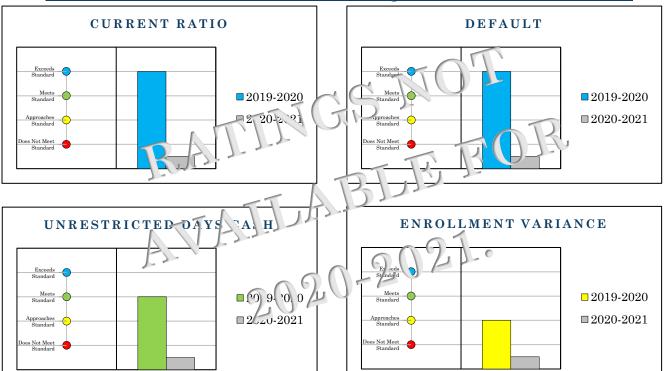
Notes: The 2020 framework revision removed the "cash ratio" measure and moved the existing enrollment variance measure to the financial section.

Due to the impact of the pandemic, financial outcomes are not rated for 2020-21. Additionally, the enrollment variance measure was calculated based on projected enrollment and actual enrollment (not ADA).

Financial Near Term Health Ratings | Historical Framework

School Year	Near Term Health Rating
2017-2018	REMEDIATION
2018-2019	HONOR

Financial Near Term Health Ratings | Revised Framework



Longitudinal Financial Ratings | 2017-2022

Longitudinal data provides a snapshot of a school's ratings over a 5-year period. This data helps to identify performance trends and changes over time. Schools are encouraged to consider how this data might be used to drive your strategic planning as your school approach its next renewal decision.

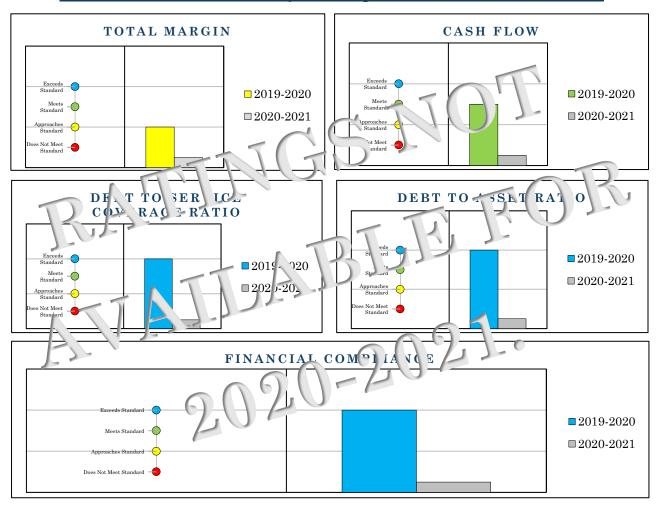
Notes: The 2020 framework revision removed the "cash ratio" measure and moved the existing enrollment variance measure to the financial section.

Due to the impact of the pandemic, financial outcomes are not rated for 2020-21. Additionally, the enrollment variance measure was calculated based on projected enrollment and actual enrollment (not ADA).

Financial Sustainability Ratings | Historical Framework

School Year	Sustainability Rating
2017-2018	REMEDIATION
2018-2019	HONOR

Financial Sustainability Ratings | Revised Framework



Conditional Certificate Status Update

Heritage Academy's Performance Certificate was renewed in 2017 subject to the conditions listed below.

Condition 1: Condition Waived

By June 30, 2020, HA's ISAT proficiency in each subject area will meet or exceed the percentage of Jerome School District students, in all tested grades 3-8, who scored proficient or above. Proficiency rates will be based on the appealed data set. References to the ISAT shall apply to any other statewide assessment selected to replace the ISAT by SBAC in the event of state-level requirement changes.

Status: This condition was waived as no assessment data was available for the 2019-20 school year due to the pandemic.

Condition 2: Condition Waived

By June 30, 2020, HA's continuously enrolled student population will achieve "meets standard" or better on the criterion-referenced academic growth measures contained in the performance framework adopted by the Commission in 2017.

Status: This condition was waived as no assessment data was available for the 2019-20 school year due to the pandemic.

The 2020-2021 Annual Report has been finalized by the Idaho Public Charter School Commission staff.

If you have any questions or comments, please contact the IPCSC.



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