



Annual Performance Report 2022

Kootenai Bridge Academy

Mission Statement: To provide every student an academically excellent education and to facilitate graduation for alternative students. We will provide bridges to success through education, self-motivation, and community responsibility.

| School Information | Annual Report FY2021-2022 | Current: FY 2022-2023 |
|-----------------------|--|-----------------------|
| Board Chair/President | Holly Horton | Holly Horton |
| Administrator | Charles Kenna | Charles Kenna |
| Business Manager | Dodi Jordan | Dodi Jordan |
| School Location/Phone | 637 N. Park Dr., Coeur d'Alene, ID 83814 | 208-930-4515 |

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Introduction

COMPLIANCE/AUTHORITY:

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, [I.C. §33-5209A](#) and [I.C. §33-5209C](#) require that every certificate include 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.

RENEWAL (I.C. §33-5209B)

In 2022, Kootenai Bridge Academy was renewed for operations with a 5-year operating contract. At the end of each 5-year operating term, each school's performance certificate is considered for renewal. As this school's operating contract expires on June 30th, 2027, this report directly impacts the school's renewal recommendation. The authorizer is required to consider the following when making renewal decisions: all annual performance reports issued during the current performance certificate term, the school's current financial status, and any application materials submitted by the school. Renewal decisions must be made prior to March 15th, 2027. Please see the [Renewal Guidance](#) document for more information on the renewal process.

- **PERFORMANCE REPORT APPLICATION:**
 - Each measure included in the IPCSC's framework has a meets standard benchmark. If this school meets standard on all measures of the framework as reflected in the most recent years Annual Performance Report the school is guaranteed an unconditional renewal. If the school does not meet standard on one or more measures of the school's operating contract, it may be conditionally renewed or non-renewed.

*****Outcomes on this report inform high-stakes decisions, schools are encouraged to use this information to support their strategic planning efforts each year. *****

IPCSC RESOURCES

[IPCSC Performance Framework](#)

[IPCSC Renewal Guidance](#)

[IPCSC Schools](#)

SCHOOL RESOURCES

[KBA Performance Certificate](#)

[KBA Annual Report Page](#)

Current Certificate Term: 2022-2027

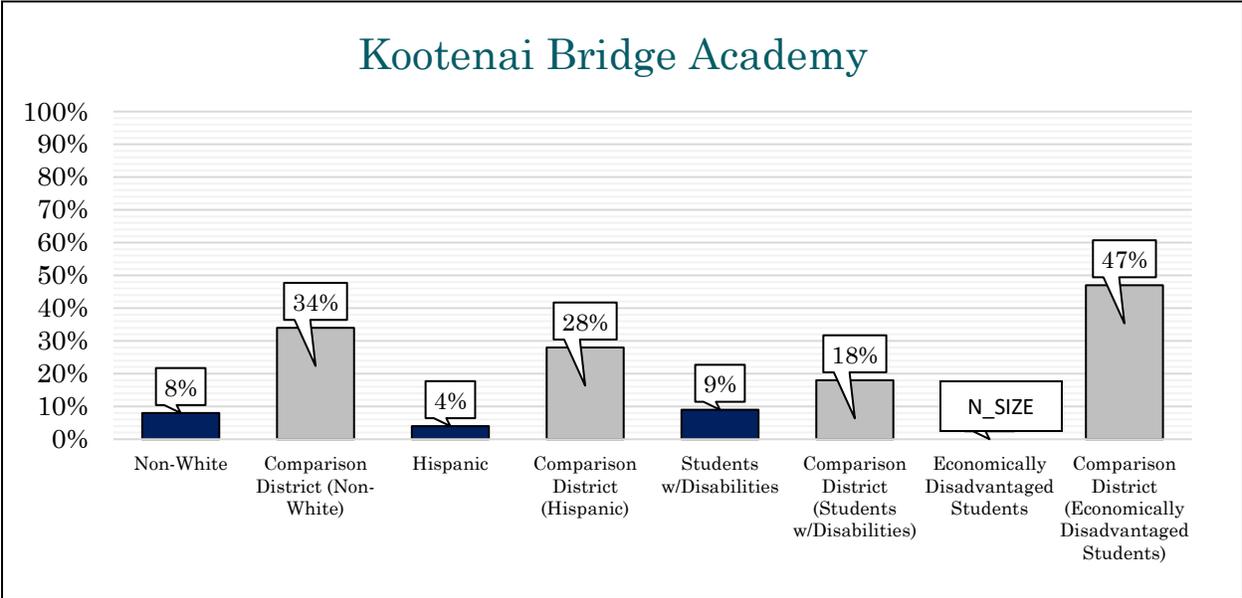
School Overview

| | |
|----------------------|---------|
| Model: | Virtual |
| Enrollment Capacity: | 352 |
| Grades Served: | 9-12 |

Key Design Elements:

- Online Delivery of Core subjects through a CCS compliant delivery system
- Capability to deliver instruction both in the building and remotely
- Heavy emphasis on one-on-one instruction and nurturing relationships between students and teachers
- Creation of a positive school climate where all students feel safe and respected
- Student completion of a Senior Project that will prepare students for the next step in their life after graduating from high school.

DEMOGRAPHIC SUMMARY:



2021-2022 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 MEET STANDARD | APPROACHES STANDARD | MEETS STANDARD | EXCEEDS STANDARD | NOT RATED DUE TO PANDEMIC |
|--------------------------|-----------------------------------|--------------------------------|---------------------------|-----------------------------|--------------------------------------|

| ACADEMIC OUTCOMES: | | |
|--|--|---|
| ELA Proficiency | N_Size | Statistically Insignificant |
| Math Proficiency | N_Size | Statistically Insignificant |
| ELA Content Mastery | 82.55% | Not available for the 2021-2022 school year. |
| Math Content Mastery | 49.66% | Not available for the 2021-2022 school year. |
| 9-11 Progress Towards Graduation | 57.24% | Not available for the 2021-2022 school year. |
| College & Career Readiness 5Yr ACGR | RATING PENDING DATA RELEASE | Choose an item. |
| College & Career Readiness Additional Graduates | 52.15% | Not available for the 2021-2022 school year. |

2021-2022 Annual Snapshot Cont.

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 MEET STANDARD | APPROACHES STANDARD | MEETS STANDARD | EXCEEDS STANDARD | NOT RATED DUE TO PANDEMIC |
|----------------------|-------------------------------|----------------------------|-----------------------|-------------------------|----------------------------------|

| 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 | Approaches Standard |

| FINANCIAL OUTCOMES: NEAR TERM MEASURES | | |
|---|-------|----------------------------|
| Current Ratio | 32.02 | Exceeds Standard |
| Unrestricted Days Cash | 1,490 | Exceeds Standard |
| Default | None | Exceeds Standard |
| Enrollment Variance | 89.1% | Approaches Standard |

| FINANCIAL OUTCOMES: SUSTAINABILITY MEASURES | | |
|--|----------------------|-------------------------|
| Total Margin | 51.29% | Exceeds Standard |
| 3 Yr. Agg. Margin | 46.0% | |
| Cash Flow | \$611,047 | Exceeds Standard |
| Multi-Year Cash Flow | \$2,075,248 | |
| Debt Service Coverage Ratio | Debt free | Exceeds Standard |
| Debt Asset Ratio | Debt free | Exceeds Standard |
| Financial Compliance | No compliance issues | Exceeds Standard |

Alternative Academic Outcomes

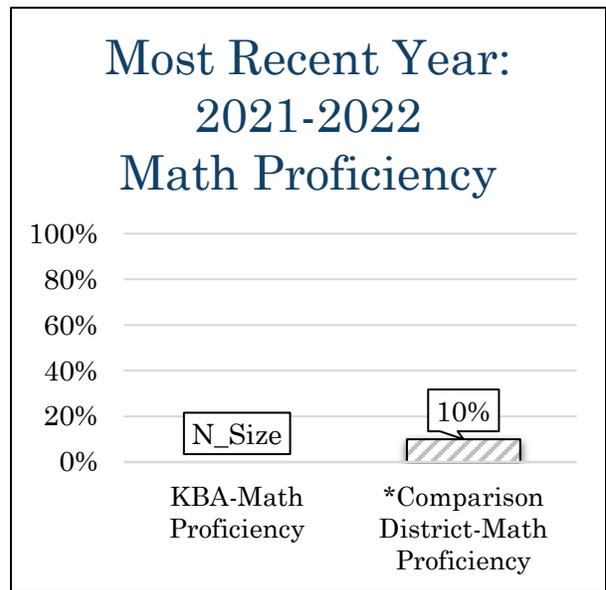
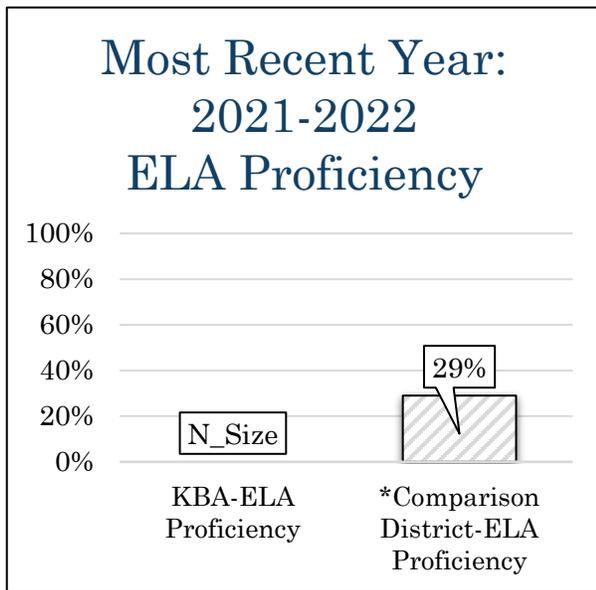
ELA & MATH PROFICIENCY

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 statewide ELA and Mathematics assessments (ISAT) meets the IPCSC standard on both the ELA and Math Proficiency measures.

If this standard is not yet met for one or both subjects, 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: All Alternative Schools in Idaho



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

| MEASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|------------------------|------------------------------------|---|
| ELA PROFICIENCY | Statistically Insignificant | Statistically insignificant sample size. |

| MEASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|-------------------------|------------------------------------|---|
| MATH PROFICIENCY | Statistically Insignificant | Statistically insignificant sample size. |

Alternative Academic Outcomes

MATH AND ELA CONTENT MASTERY

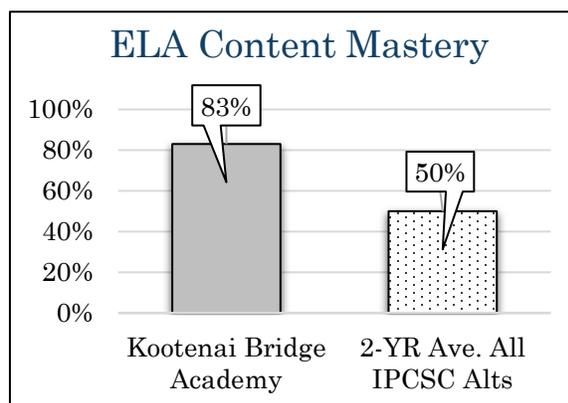
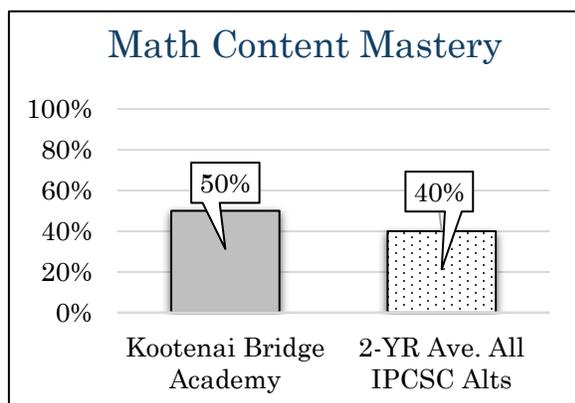
Why This Matters:

Students enrolled at alternative schools face additional barriers to academic success. Often, these students are behind in grade-level proficiency in both Math and ELA. This means that the traditional academic measures may not accurately reflect whether a school that exclusively serves at-risk students is successfully serving the needs of its student population.

The content mastery measure considers the percentage of students who were continuously enrolled at the school for the whole year who earned credit for the equivalent of one school year in Math and ELA, regardless of the grade-level of the course taken. This measure acknowledges that a student enrolled in 8th grade, may not perform well on the 8th grade ISAT assessment if his or her skills are at the 6th grade level; however, if that student mastered the content (earned full credit) in the next course in his/her own academic progression, that success should be noted for the student and the school.

This measure also considered whether students in grades 9-12 are gaining a sufficient level of learning in the crucial disciplines of Math and ELA, even though the ISAT no longer applies.

Comparison Group: All IPCSC Alternative Programs



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

*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

| EASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|-----------------------------|--|---|
| Math Content Mastery | Not available for the 2021-2022 school year. | This measure is a new measure. Baseline data was collected in 2021 and 2022. Ratings will be applied beginning in 2023. |

| MEASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|----------------------------|--|---|
| ELA Content Mastery | Not available for the 2021-2022 school year. | This measure is a new measure. Baseline data was collected in 2021 and 2022. Ratings will be applied beginning in 2023. |

Alternative Academic Outcomes

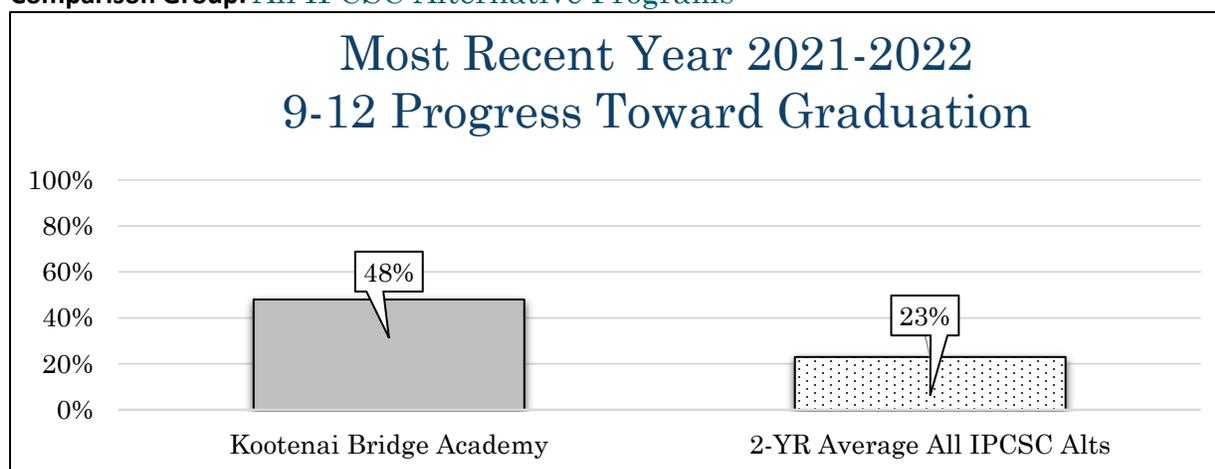
9-12 PROGRESS TOWARD GRADUATION

Why This Matters:

Students enrolled at alternative schools face additional barriers to academic success. Often, these students change schools frequently and fall behind in credits earned. As traditional academic measures only reflect the school’s success with students who were continuously enrolled for the whole school year, alternative measures are necessary to evaluate whether a school is serving all students well.

For students who are at-risk of failing to graduate, it is crucial to ensure that they earn enough credit while enrolled at a school to not fall further behind, whether they are enrolled for the whole school year or only one grading term. The 9-12 progress toward graduation measure considers whether a student successfully completed at least as many credits as expected during the time, they attended the school.

Comparison Group: All IPCSC Alternative Programs



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

*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

| MEASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|---|--|---|
| 9-12 Progress Towards Graduation | Not available for the 2021-2022 school year. | This measure is a new measure. Baseline data was collected in 2021 and 2022. Ratings will be applied beginning in 2023. |

Alternative Academic Outcomes

COLLEGE AND CAREER READINESS

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 with a 5-year graduation rate equal to or greater than the average of its comparison group meets the IPCSC standard.

Comparison Group: All Alternative Schools in Idaho

If this standard is not 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

GRADUATION DATA & RATINGS FOR FY22 WILL BE INCLUDED IN THE 2021-2022 ANNUAL REPORT UPON RELEASE OF DATA.

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

*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

| MEASURE | COLLEGE & CAREER RATING | APPLICABLE RUBRIC DESCRIPTION |
|----------------------------|---------------------------------------|-------------------------------|
| College & Career Readiness | RATING IS PENDING DATA RELEASE | |

Alternative Academic Outcomes

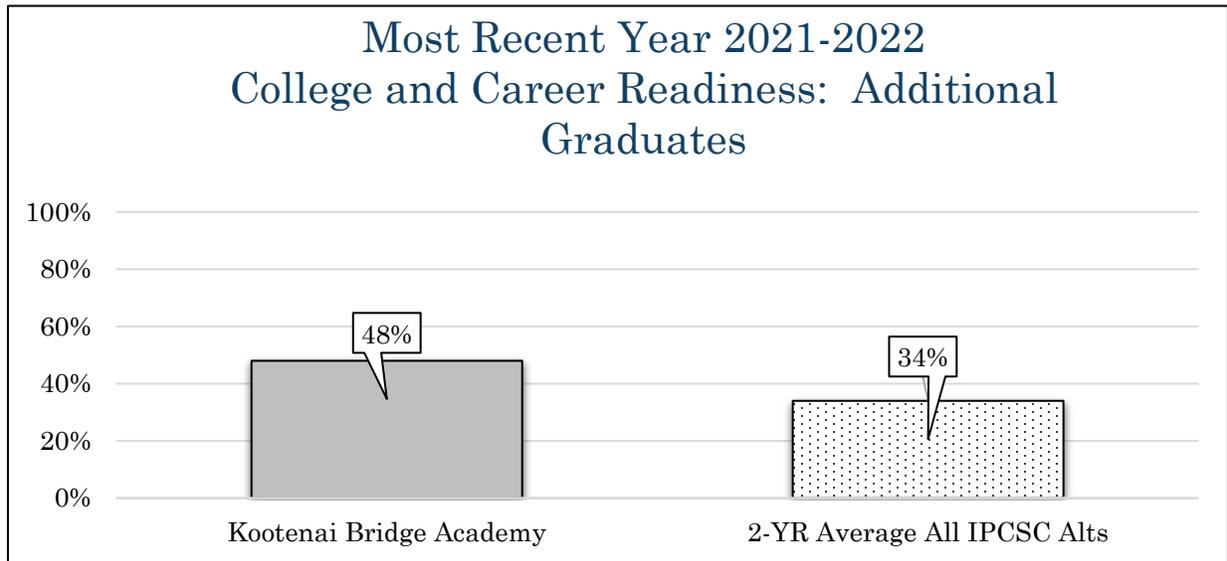
COLLEGE AND CAREER READINESS (ADDITIONAL GRADUATES)

Why This Matters:

4 and 5 Year ACGR measures capture the percentage of students who graduate 4 and 5 years after they began 9th grade. These measures speak to school success only in cases where the school retained the student for the entire 4 or 5 years. At-risk students are a more mobile population and generally enroll in several high schools throughout their high school career. This means that the traditional measures do not sufficiently help us understand whether an alternative school is serving its student population well.

The alternative college and career readiness measure allows the IPCSC to consider the percentage of students who were enrolled as 12th grade students and graduated, regardless of when the student *should* have graduated. As this measure includes students who may be in their 6th or 7th year of high school, it helps tell more of the data story for at-risk students and the schools that serve them.

Comparison Group: All IPCSC Alternative Programs



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

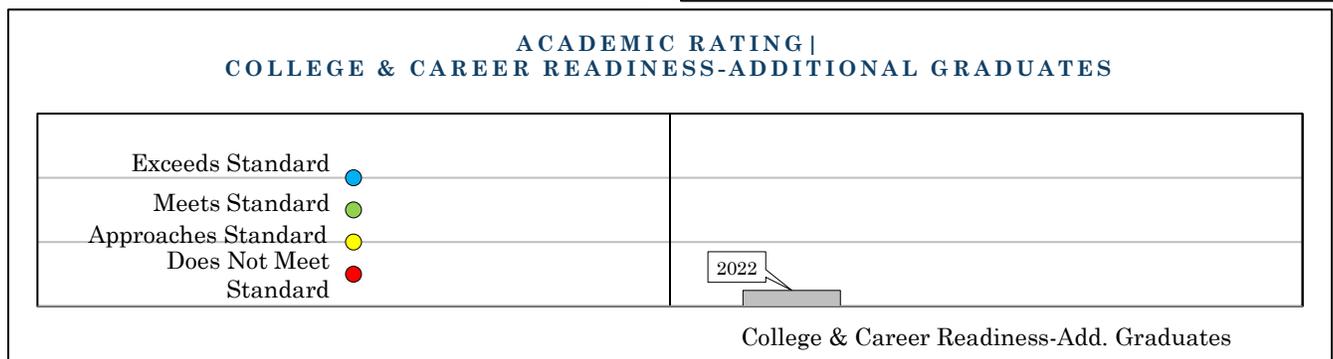
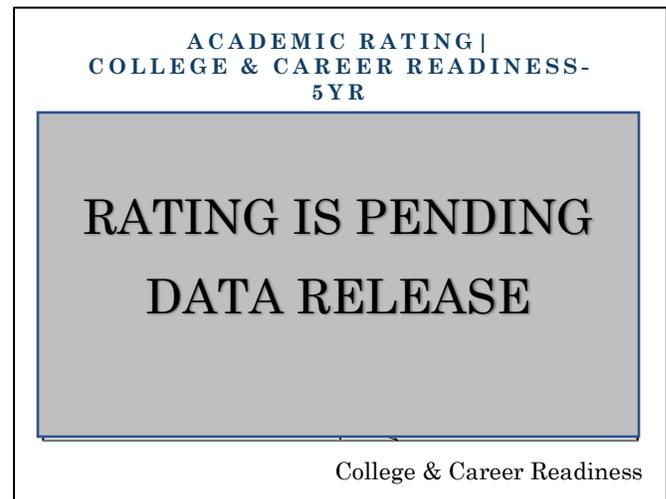
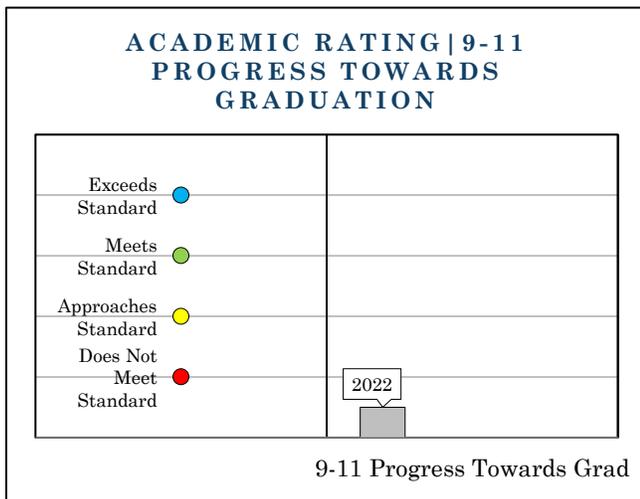
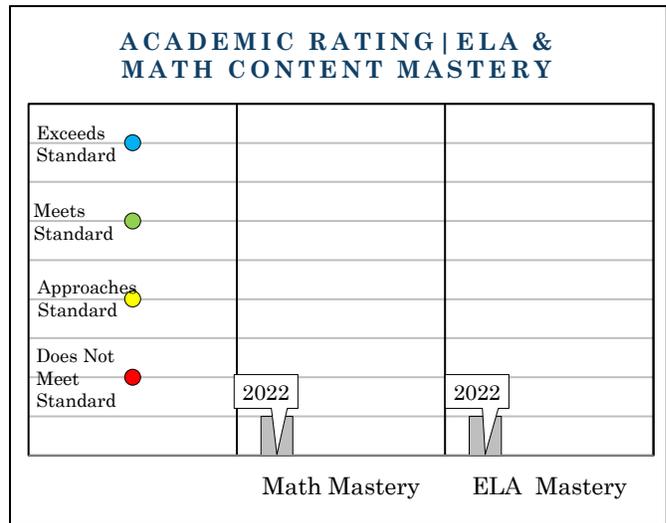
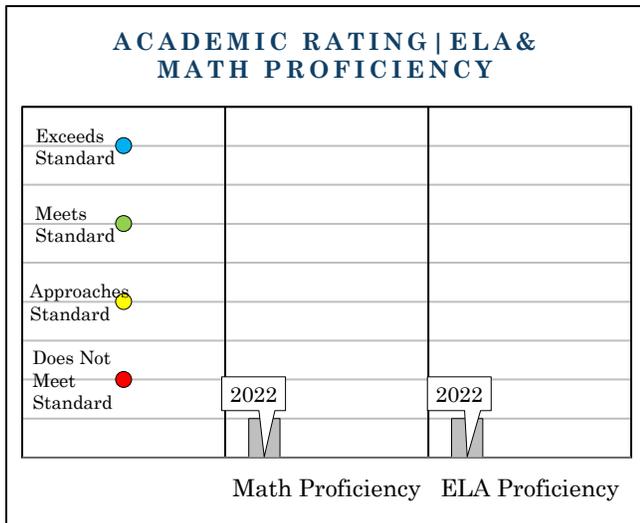
*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

| MEASURE | PROFICIENCY RATING | APPLICABLE RUBRIC DESCRIPTION |
|---------------------------------------|--|---|
| College & Career Readiness | Not available for the 2021-2022 school year. | This measure is a new measure. Baseline data was collected in 2021 and 2022. Ratings will be applied beginning in 2023. |

Historical Performance: Academic

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Kootenai Bridge Academy was non-conditionally renewed in 2022. Ratings for the 2021-2022 school year below reflect the schools final year under the previous certificate term.

Ratings for Alternative measures are unavailable for the 2021-2022 school year. Schools will receive ratings once the school has reached 2 years on the IPCSC revised framework.



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. *Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

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

| Standard Rating: Exceeds Standard | |
|---|--|
| Governance Structure Measure | Data/Evidence Source |
| The board bylaws are compliant with ID law. | Most recently reviewed Bylaws xx/xx/xx. *Please provide an updated to copy to IPCSC staff if any amendments have been made since the above review date. |
| The school's articles of incorporation are current. | Most recently updated on xx/xx/xx. |
| 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 |
| Comments/ Context: | |

| Standard Rating: Exceeds Standard | |
|---|--|
| Governance Oversight Measure | Data/Evidence Source |
| The board did review academic data in a timely and thorough manner. | *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: Exceeds 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.

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

| Standard Rating: Exceeds 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 2021-2022 |
| The school's Federal Programs is in good standing | *No instances of non-compliance documented |
| Comments/ Context: | |

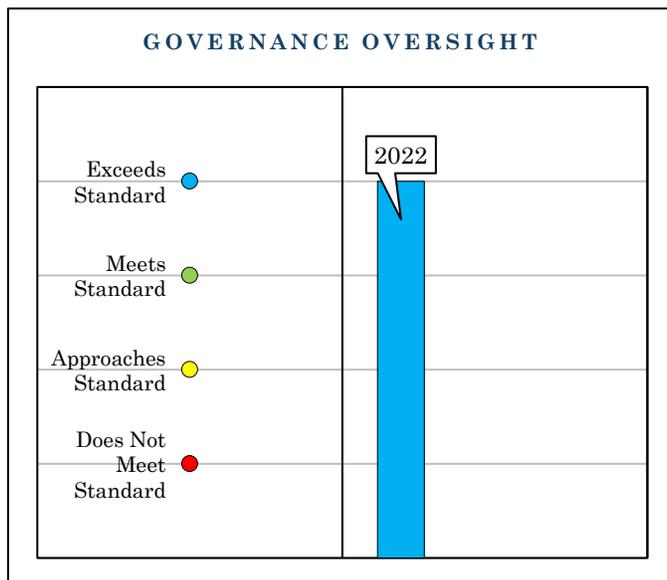
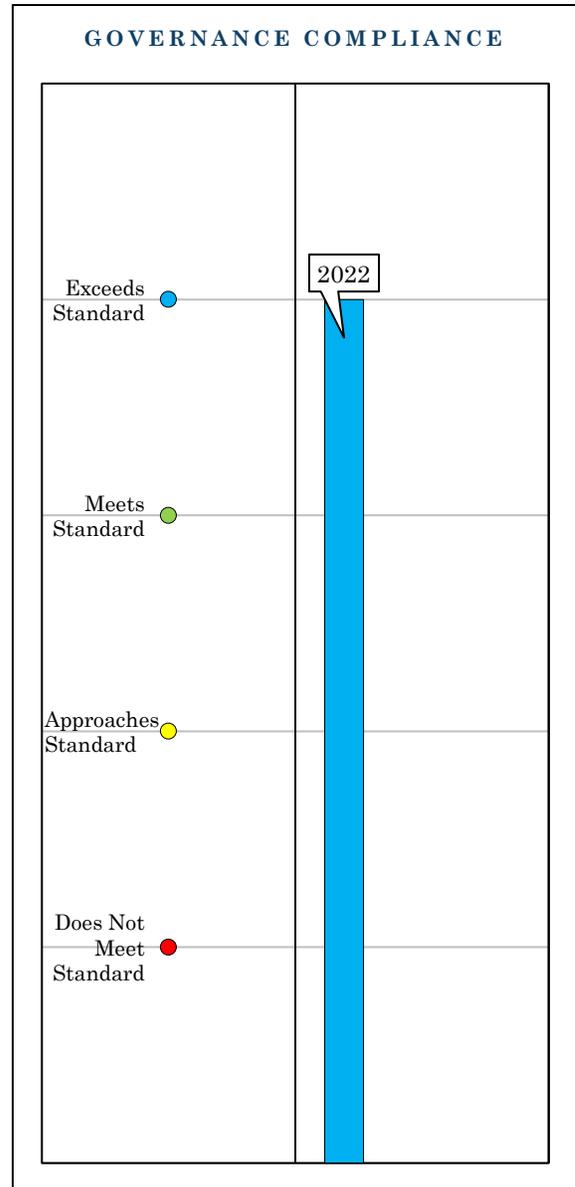
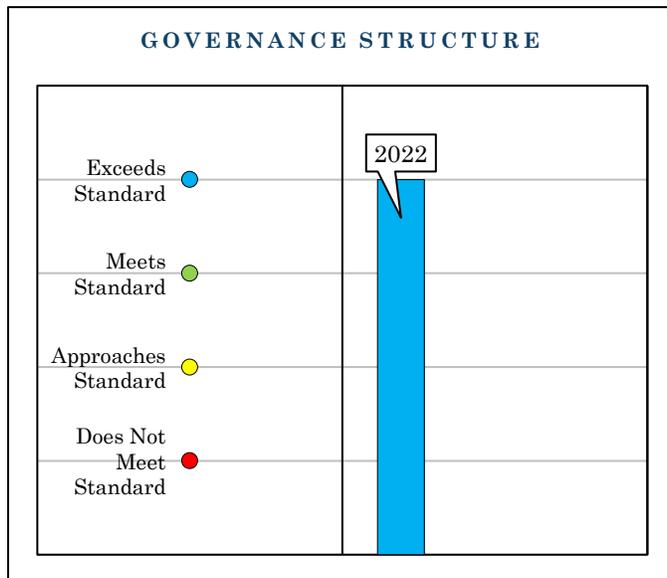
| Standard Rating: Exceeds Standard | |
|---|--|
| Data Security and Information Transparency | Data/Evidence Source |
| The school's website is compliant and updated appropriately. | *No instances of non-compliance documented |
| The school did not experience issues involving data security this year. | *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: Exceeds Standard | |
|--|--|
| 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. | Fire Inspection: 7/15/2021 Building Inspection: 1/18/2021 |
| The school does not provide daily transportation for students. | *Not Applicable |
| The school does not provide a National School Lunch Program. | *Not Applicable |
| Comments/ Context: | |

| Standard Rating: Approaches 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 not properly credentialed. | SDE report detailing teacher credentials for FY22 |
| Corrective action plans were not issued by the SDE this year. | *No instances of non-compliance documented |
| Comments/ Context: Two teachers over the summer session were not properly credentialed per State Department of Education report. | |

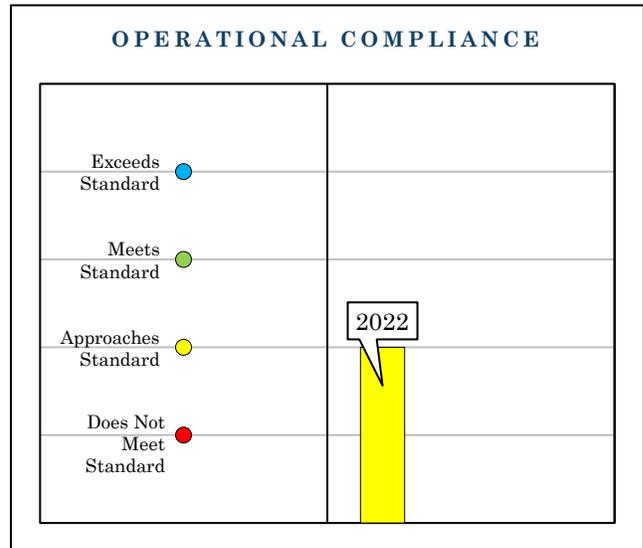
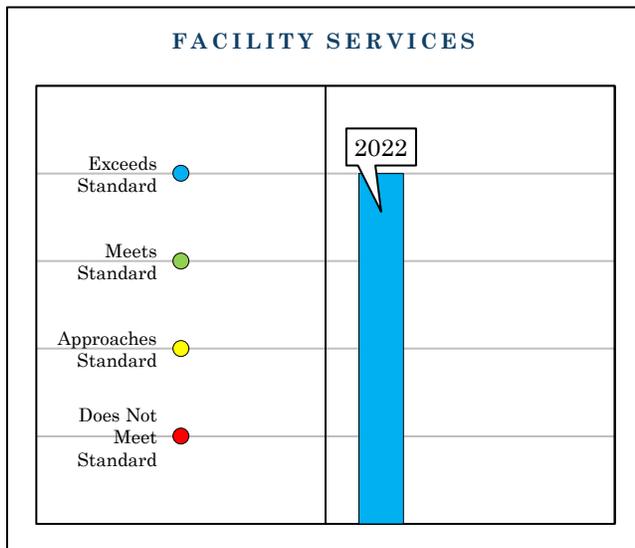
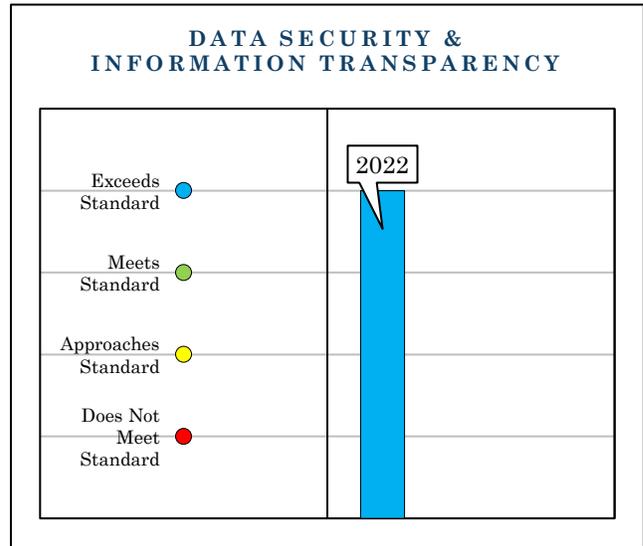
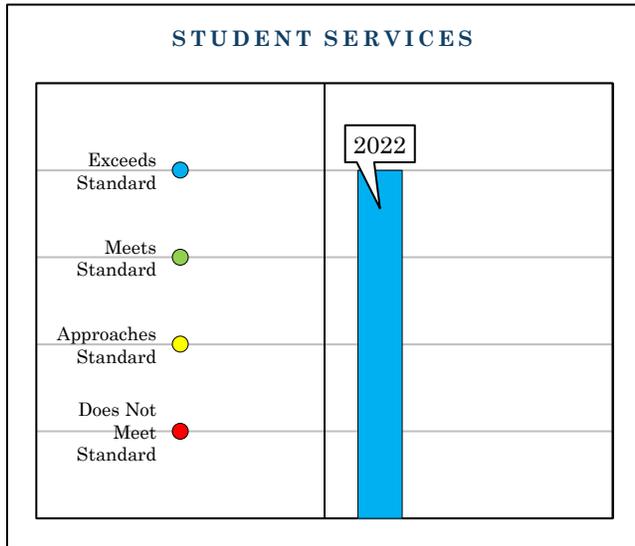
Historical Performance: Board Stewardship Measures

The charts below provide an overview of a school's performance throughout their current (5) year certificate term. Kootenai Bridge Academy was non-conditionally renewed in 2022. Ratings for the 2021-2022 school year below reflect the schools final year under the previous certificate term.



Historical Performance: Management Measures

The charts below provide an overview of a school's performance throughout their current (5) year certificate term. Kootenai Bridge Academy was non-conditionally renewed in 2022. Ratings for the 2021-2022 school year below reflect the schools final year under the previous certificate term.



Financial Outcomes

NEAR TERM MEASURES

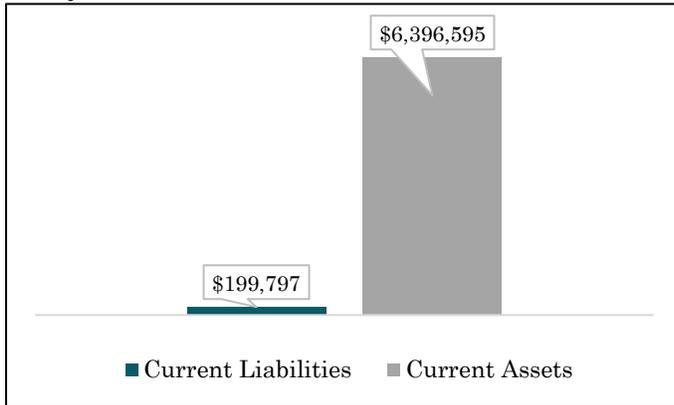
These measures evaluate whether a school is likely to meet its financial obligations in the next year. *Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

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

Current Ratio

| | | |
|--|----------------------|-------------------------|
| The school has a current ratio of more than 1.5. | Current Ratio: 32.02 | Exceeds Standard |
|--|----------------------|-------------------------|

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 next year without relying on future revenue.

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

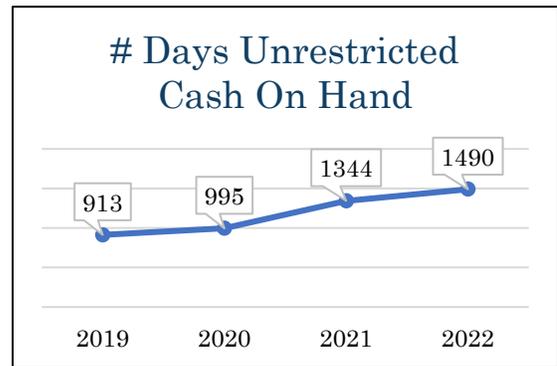
| | | |
|--|------------|-------------------------|
| The school has more than 60 days cash on hand. | 1,490 Days | Exceeds Standard |
|--|------------|-------------------------|

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 has met all financial obligations for at least 3 consecutive years. | Exceeds Standard |
|--|-------------------------|

Why this Matters:

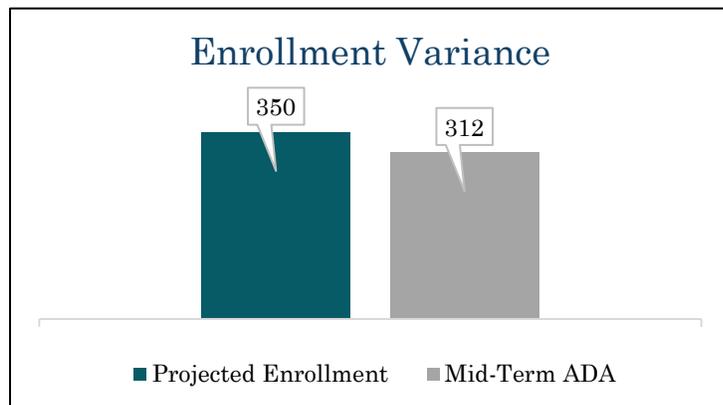
This measure identifies whether a school has defaulted on any of its financial obligations. Default can mean many things. Examples of default include: paying bills late, failing to make payroll, or inaccurately filing reports required for funding. Default can also include a failure to meet any additional 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 between 89% and 94.9% of its projected enrollment during the most recently completed school year. | Enrollment Variance: 89.1% | Approaches Standard |
|---|-------------------------------|----------------------------|

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.

Financial Outcomes

SUSTAINABILITY MEASURES

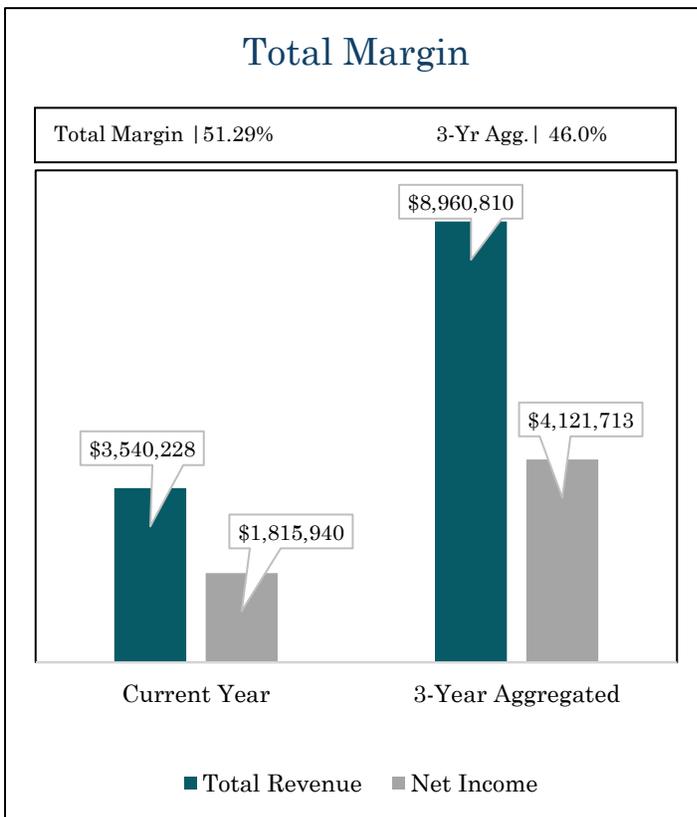
These measures help determine whether a school is likely to remain financially stable into the future.

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

Total Margin

| | | |
|---|---|-------------------------|
| The school has maintained a positive total margin for at least 3 consecutive years. | CY Total Margin: 51.29% 3-Year Aggregated: 46.0% | Exceeds Standard |
|---|---|-------------------------|

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

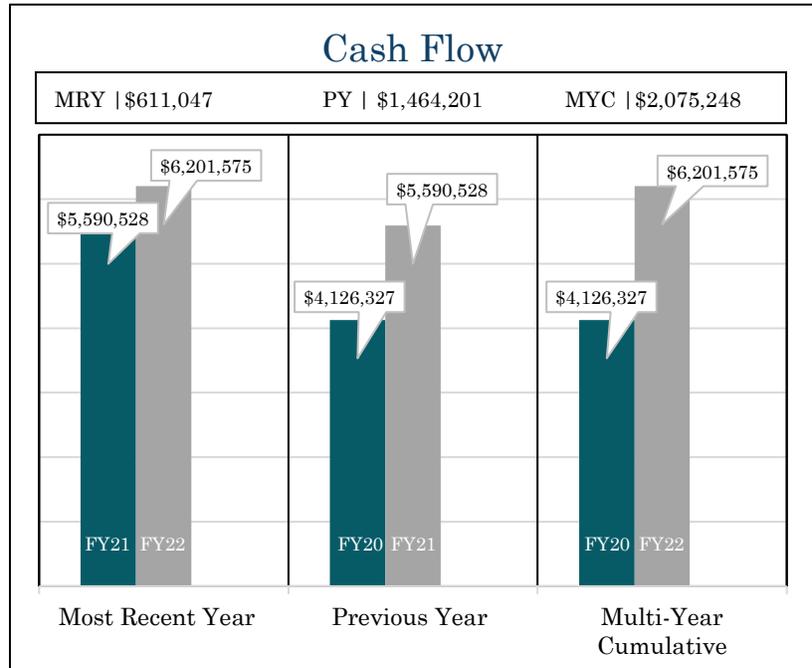
| | | |
|---|--|-------------------------|
| The school's multi-year cumulative cash flow has been positive and the most recent year's cash flow has been positive for at least 3 consecutive years. | Most Recent Year: \$611,047 Previous Year: \$1,464,201 Multi-Year: \$2,075,248 | Exceeds Standard |
|---|--|-------------------------|

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.

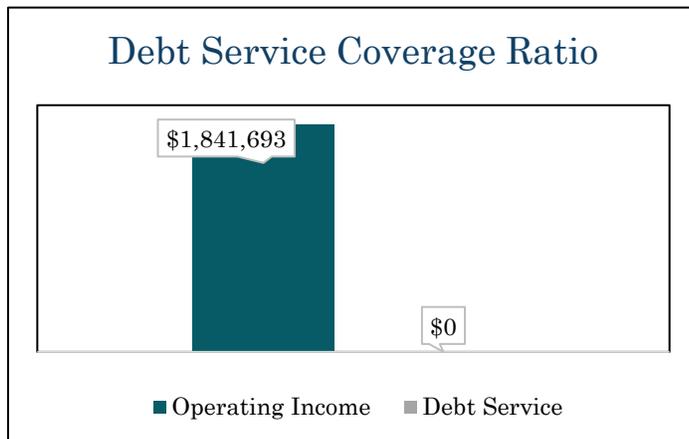
A multi-year cumulative cash flow helps to identify long-term trends.



Debt Service Coverage Ratio

| | | |
|-------------------------------|---------------------------------|-------------------------|
| The school operate debt-free. | Debt Service Coverage Ratio: NA | Exceeds Standard |
|-------------------------------|---------------------------------|-------------------------|

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

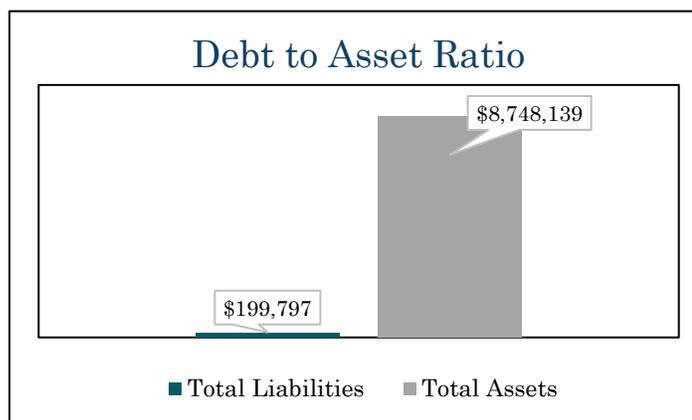
| | | |
|--|-------------------------|-------------------------|
| The school operates debt-free, and the audit shows payables for typical year-end transactions that will be paid in the next fiscal year. | Debt/Asset Ratio: NA | Exceeds Standard |
|--|-------------------------|-------------------------|

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.

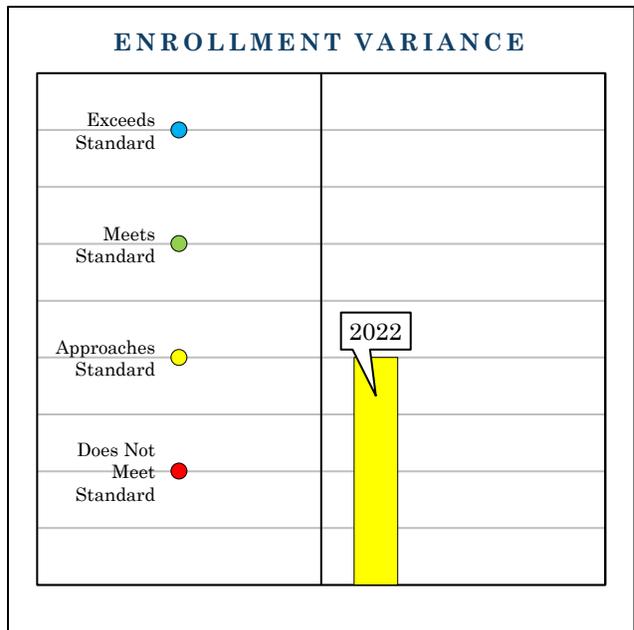
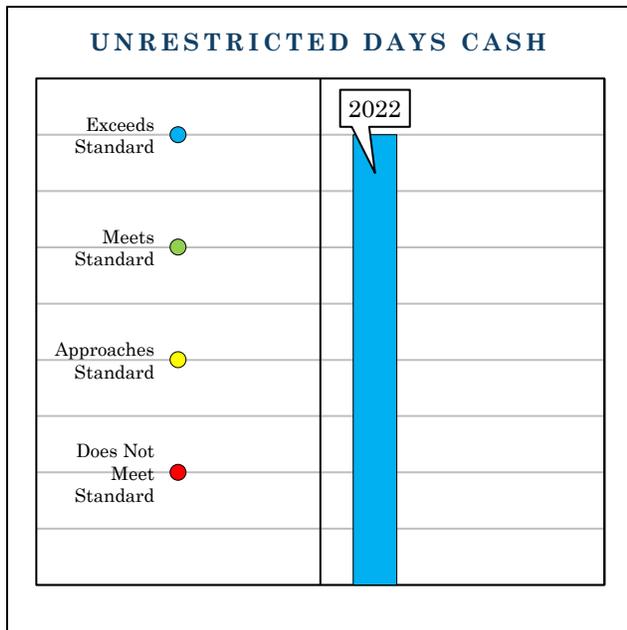
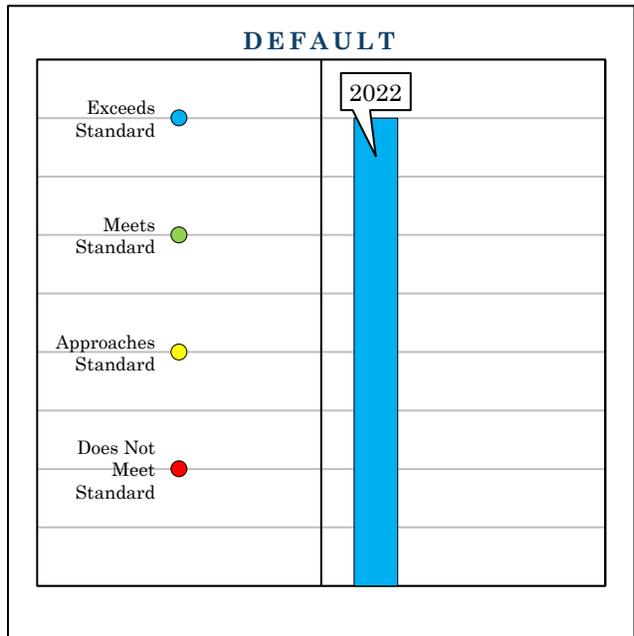
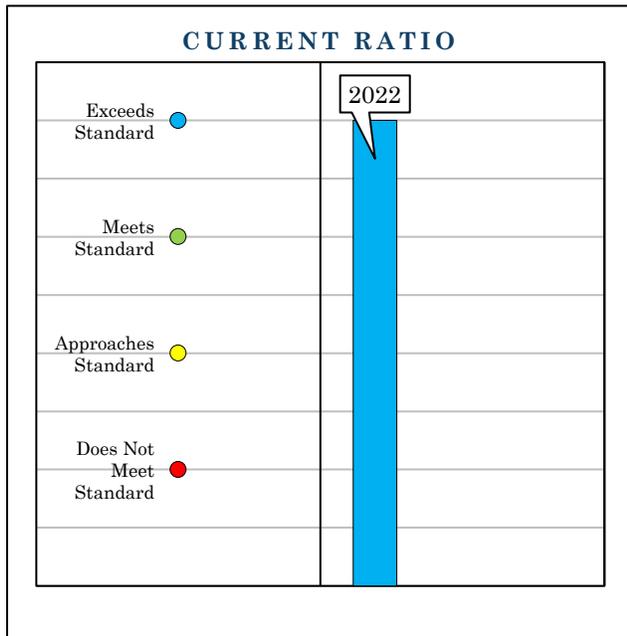


Financial Compliance

| Standard Rating: Exceeds Standard | |
|---|------------------------------------|
| Financial Operations | Data and/or Evidence Source |
| The school's finances are managed in compliance with GAAP. | Financial Audit: 10/11/22 |
| Expenditures and contracts are posted online appropriately. | School's Expenditure Page |
| The school maintains compliant internal controls. | Financial Audit: 10/11/22 |
| The school is not operating under a Notification of Fiscal Concern. | NA |
| The school is not operating under a Notification of Possible or Imminent Closure. | NA |
| Comments/Context | |

Historical Performance: Near-Term Health Measures

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Kootenai Bridge Academy was non-conditionally renewed in 2022. Ratings for the 2021-2022 school year below reflect the schools final year under the previous certificate term.



Historical Performance: Sustainability Measures

The charts below provide an overview of a school's performance throughout their current (5) year certificate term. Kootenai Bridge Academy was non-conditionally renewed in 2022. Ratings for the 2021-2022 school year below reflect the schools final year under the previous certificate term.



*The 2021-2022 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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