



# Annual Performance Report 2023

## Pinecrest Academy of Idaho

**Mission Statement:** Pinecrest Academy of Idaho unites the community to prepare students for college and career.

School Information	Annual Report FY2022-2023	Current: FY 2023-2024
Board Chair/President	Alex Castaneda	Alex Castaneda
Treasurer	David Walquist	David Walquist
Secretary	Lucy Keaton	Kyle Woodhouse
Executive Director	Dave Lister	Jackie Collins
Administrator	Afshin (Andy) Mirhaj	Afshin (Andy) Mirhaj
Business Manager	Maellen Jackson	Maellen Jackson
School Location/Phone	209 5 <sup>th</sup> Ave N. Twin Falls, ID 83301	208-944-2129

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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)**

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 30<sup>th</sup>, 2025, 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 15<sup>th</sup>, 2025. 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 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. \*\****

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## **IPCSC RESOURCES**

[IPCSC Performance Framework](#)

[IPCSC Renewal Guidance](#)

[IPCSC Schools](#)

## **SCHOOL RESOURCES**

[PAI Performance Certificate](#)

[PAI Annual Report Page](#)

Current Certificate Term: 2020-2025

# School Overview

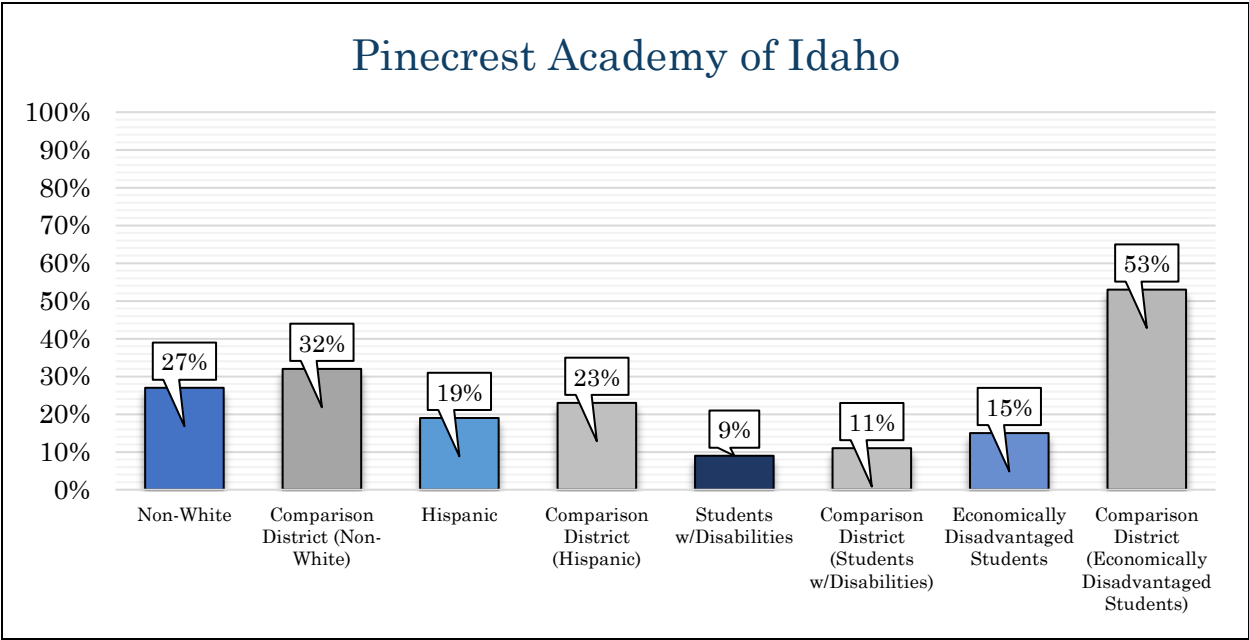
Model:	STEM
Enrollment Capacity:	193
Grades Served:	K-8 <sup>th</sup> Grade

**Key Design Elements:**

A course guide, lesson plans, and syllabi based on the Idaho Content Standards and national STEAM Standards as published by the National Center on Standards and Assessment Implementation.

- Data-driven, high-quality differentiated instruction for all students.
- A hybrid, standards-based approach to grading and communication of grades.
- A differentiated approach through blended learning to enhance student learning and goal tracking.

**2023 DEMOGRAPHIC SUMMARY:**



## 2022-2023 ANNUAL SNAPSHOT: ACADEMICS

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

<b>RATING LEGEND</b>	<b>DOES NOT MEET STANDARD</b>	<b>APPROACHES STANDARD</b>	<b>MEETS STANDARD</b>	<b>EXCEEDS STANDARD</b>	<b>NOT RATED DUE TO PANDEMIC</b>
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<b>ACADEMIC OUTCOMES:</b>		
Math Proficiency	45%	<b>Meets Standard</b>
Math Growth	49%	<b>Meets Standard</b>
ELA Proficiency	59%	<b>Meets Standard</b>
ELA Growth	63%	<b>Exceeds Standard</b>
Literacy Proficiency	Fall IRI: 47% Spring IRI: 60%	<b>Meets Standard</b>

**Comments:**

## 2022-2023 ANNUAL SNAPSHOT-OPERATIONS

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

<b>RATING LEGEND</b>	<b>DOES NOT MEET STANDARD</b>	<b>APPROACHES STANDARD</b>	<b>MEETS STANDARD</b>	<b>EXCEEDS STANDARD</b>	<b>NOT RATED DUE TO PANDEMIC</b>
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<b>OPERATIONAL OUTCOMES: BOARD STEWARDSHIP</b>	
Governance Structure	<b>Approaches Standard</b>
Governance Oversight	<b>Exceeds Standard</b>
Governance Compliance	<b>Meets Standard</b>

<b>OPERATIONAL OUTCOMES: MANAGEMENT</b>	
Student Services	<b>Meets Standard</b>
Data Security/Transparency	<b>Exceeds Standard</b>
Facility & Services	<b>Exceeds Standard</b>
Operational Compliance	<b>Does Not Meet Standard</b>

**Comments:**

## 2022-2023 ANNUAL SNAPSHOT-FINANCIAL

*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
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FINANCIAL OUTCOMES: NEAR TERM MEASURES		
Current Ratio	16.9	<b>Exceeds Standard</b>
Unrestricted Days Cash	991	<b>Exceeds Standard</b>
Default	None	<b>Meets Standard</b>
Enrollment Variance	80%	<b>Does Not Meet Standard</b>

FINANCIAL OUTCOMES: SUSTAINABILITY MEASURES		
Total Margin	-1.5%	<b>Does Not Meet Standard</b>
Multi-Year Cash Flow	\$6,167,983	<b>Approaches Standard</b>
Debt Service Coverage Ratio	0.92	<b>Approaches Standard</b>
Debt Asset Ratio	1.05	<b>Does Not Meet Standard</b>
Financial Compliance	Yes	<b>Meets Standard</b>

<p><b>Comments:</b></p>
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# Academic Outcomes

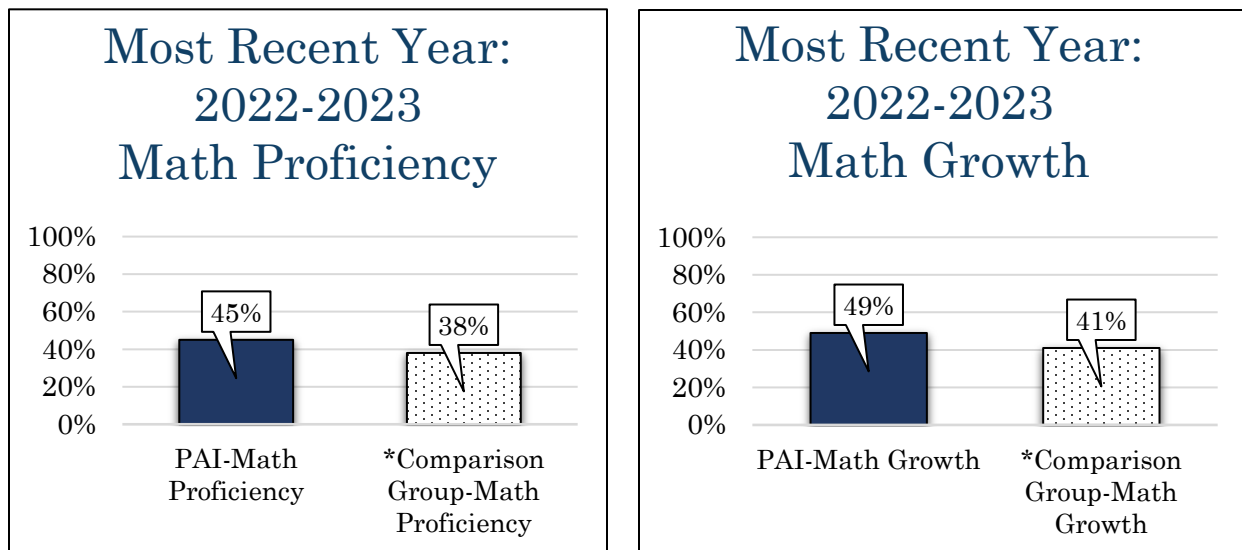
## MATH PROFICIENCY & MATH GROWTH

### 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: Twin Falls School District (411)



RATING LEGEND	DOES NOT MEET STANDARD	APPROACHES STANDARD	MEETS STANDARD	EXCEEDS STANDARD	NOT RATED DUE TO PANDEMIC
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\*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
MATH PROFICIENCY	Meets Standard	The school's proficiency rate falls between the mean and one standard deviation above the mean of the identified comparison group.

MEASURE	GROWTH RATING	APPLICABLE RUBRIC DESCRIPTION
MATH GROWTH	Meets Standard	The % of students in grades 3-8 who did not achieve proficiency on the current year's assessment but who did make adequate growth toward proficiency falls between the mean and one standard deviation above the mean of the identified comparison group.



# Academic Outcomes

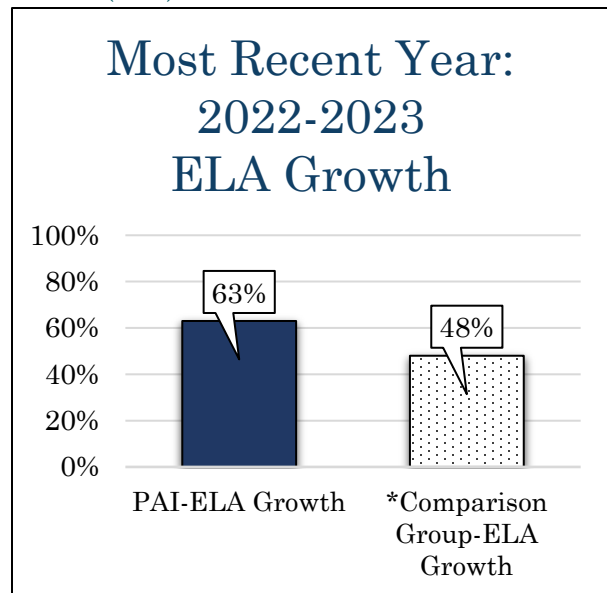
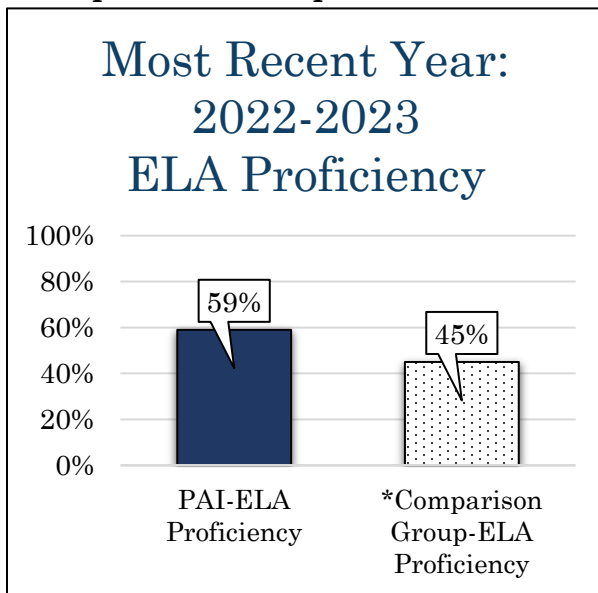
## ELA PROFICIENCY & ELA GROWTH

### 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: Twin Falls School District (411)



RATING LEGEND	DOES NOT MEET STANDARD	APPROACHES STANDARD	MEETS STANDARD	EXCEEDS STANDARD	NOT RATED DUE TO PANDEMIC
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\*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
ELA PROFICIENCY	<b>Meets Standard</b>	The school's proficiency rate is equal to the mean or falls between the mean and one standard deviation above the mean of the identified comparison group.

MEASURE	GROWTH RATING	APPLICABLE RUBRIC DESCRIPTION
ELA GROWTH	<b>Exceeds Standard</b>	The % of students in grades 3-8 who did not achieve proficiency on the current year's assessment but who did made adequate growth toward proficiency is greater than one standard deviation above the mean of the identified comparison group.

# Academic Outcomes

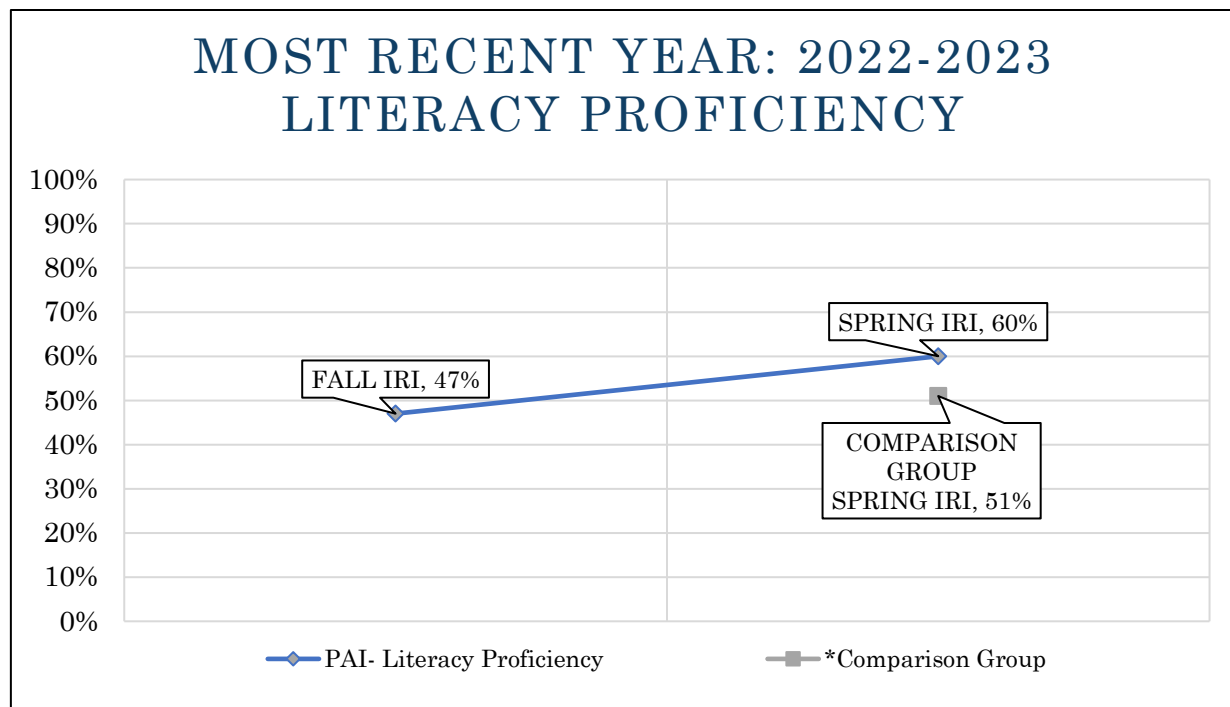
## LITERACY PROFICIENCY

**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: Twin Falls School District (411)**



RATING LEGEND	DOES NOT MEET STANDARD	APPROACHES STANDARD	MEETS STANDARD	EXCEEDS STANDARD	NOT RATED DUE TO PANDEMIC
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\*Please see the [Performance Framework Rubrics](#) for details regarding how each measure is rated.

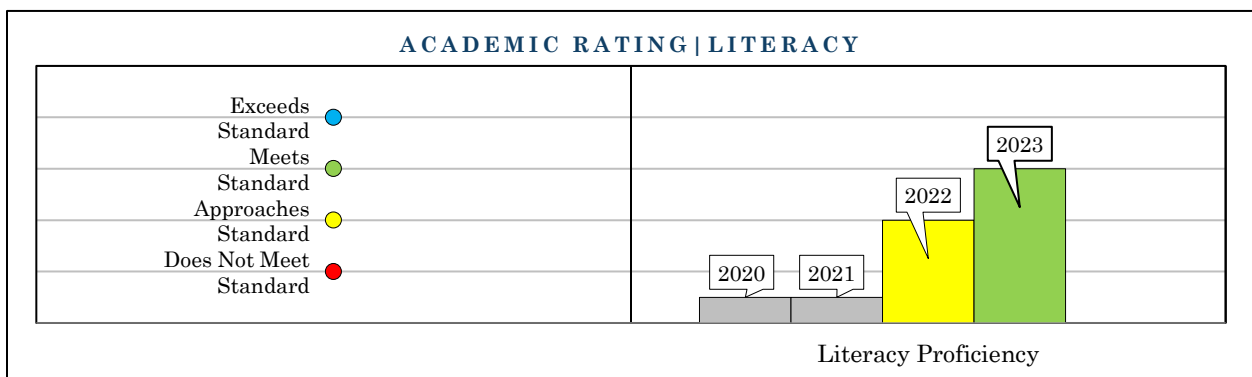
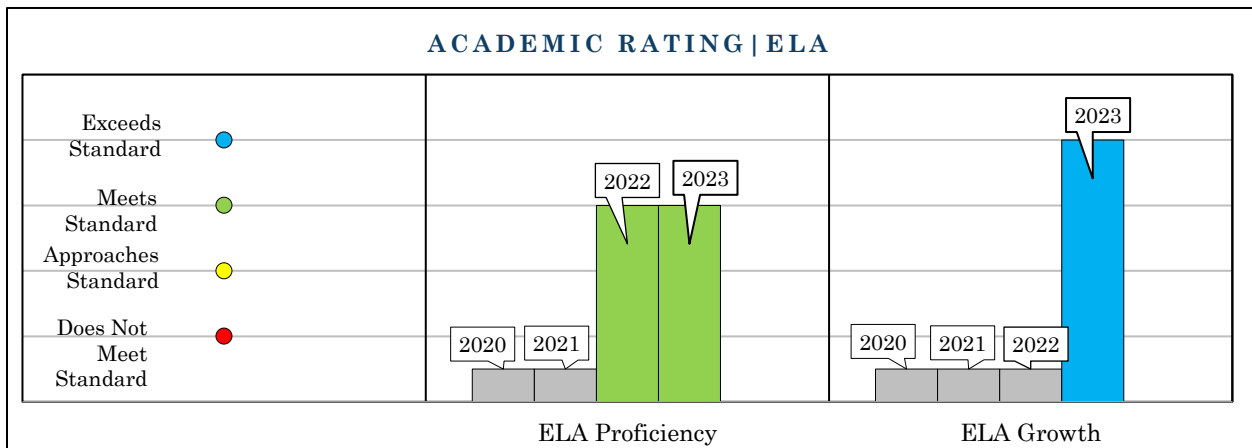
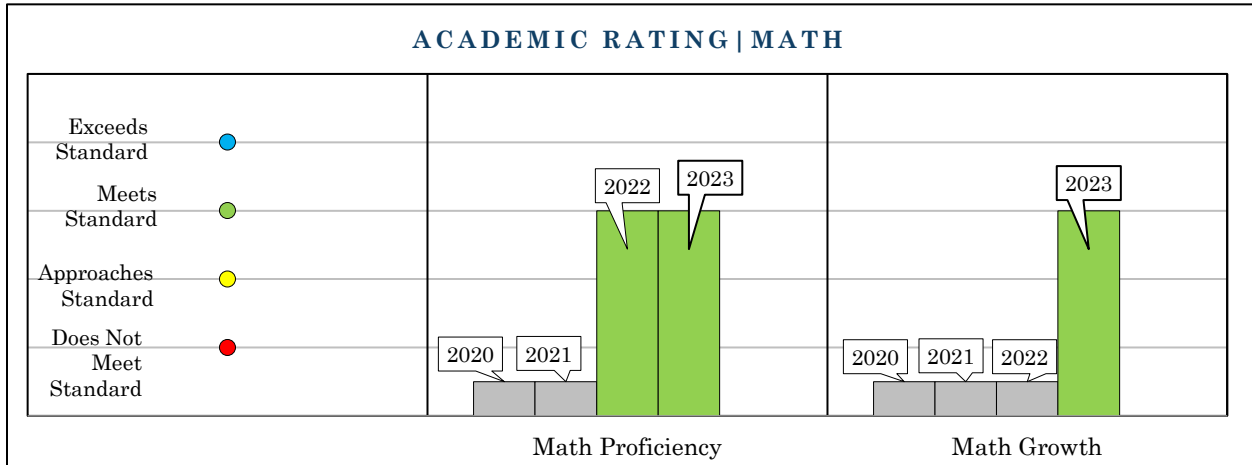
MEASURE	PROFICIENCY RATING	APPLICABLE RUBRIC DESCRIPTION
LITERACY PROFICIENCY	Meets Standard	The school's FALL to SPRING change in proficiency rate is between 10%-19%.

## Historical Performance: Academics

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approaches its next renewal decision.

\*During the 2019-2020 & 2020-2021 school years academic ratings were waived by the IPCSC due to the pandemic’s impact on academic data. In the charts below, you will find these years have a grayed-out rating bar.

\*Growth data and ratings were unavailable for the FY20, FY21 & FY22 school year, and grayed out in the chart below.



# 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
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Standard Rating: Approaches Standard	
Governance Structure Measure	Data/Evidence Source
The board bylaws are compliant with ID law.	Most recently reviewed Bylaws 7/1/2023. *Please provide an updated to copy to IPCSC staff if any amendments have been made since this review date.
The school's articles of incorporation are current.	Most recently updated on 8/25/2022
The board does operate in compliance with its bylaws.	*No instances of non-compliance documented.
Investigations were conducted into ethical behavior or conflict of interest regarding any board director this year.	*See Comment
The board did not experience Open Meeting Law violations that needed to be cured this year.	*No instances of non-compliance documented.
<b>Comments/ Context:</b> IPCSC Staff became aware of an EEOC complaint filed against the PAI Board and Academica. The school is currently working with legal counsel to identify next step procedures and has communicated with IPCSC staff with updates to resolve complaint. As a reminder, executive session minutes shall reference statutory subsection authority; sufficient detail to identify purpose; motion to enter executive session and by name vote (74-206)). There were several executive sessions held in FY23 that do not reflect a by-name roll call vote within the board's minutes.	

Standard Rating: Exceeds Standard	
Governance Oversight Measure	Data/Evidence Source
The board did review academic data in a timely and thorough manner.	*Annual Desk Audit No instances of non-compliance documented.
The board did review financial reports in a timely and thorough manner.	*Annual Desk Audit No instances of non-compliance documented.
The board did maintain compliant policies.	*Annual Desk Audit No instances of non-compliance documented.
The board did engage in strategic planning.	*Annual Desk Audit No instances of non-compliance documented.
The board did conduct a compliant evaluation of their school leader or management organization.	*Annual Desk Audit No instances of non-compliance documented.
<b>Comments/ Context:</b>	

Standard Rating: Meets 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.
<b>Comments/ Context:</b>	

## 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
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Standard Rating: Meets 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 2022-2023 Reviewed on: 11/10/22
The school's Federal Programs is in good standing	*No instances of non-compliance documented.
<b>Comments/ Context:</b>	

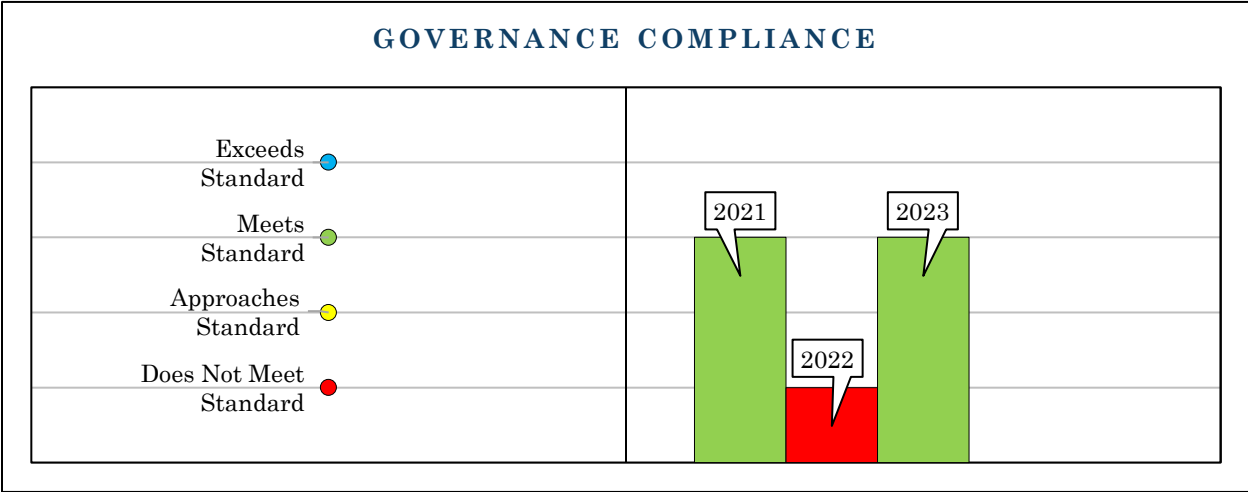
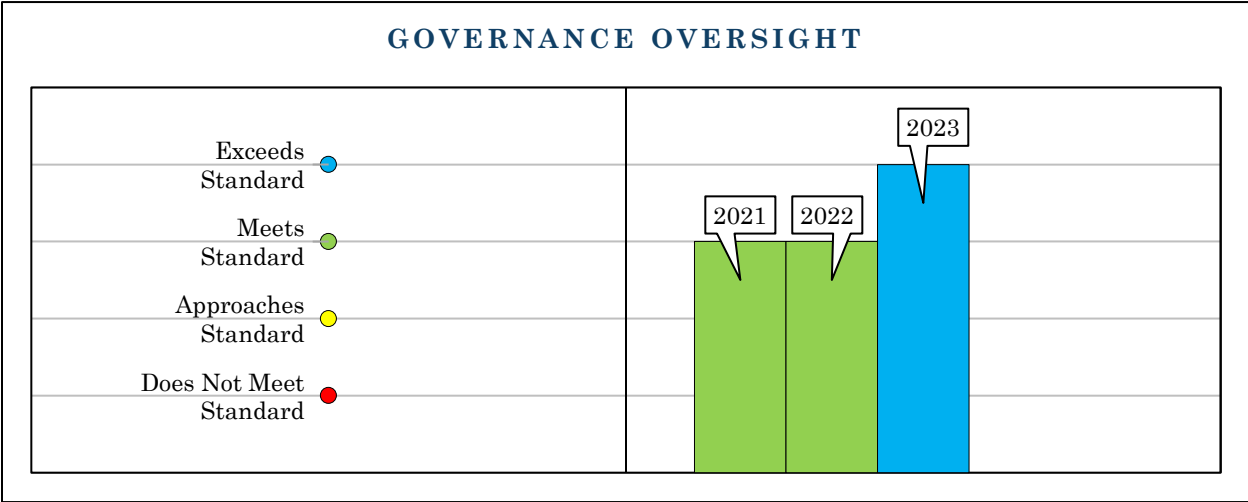
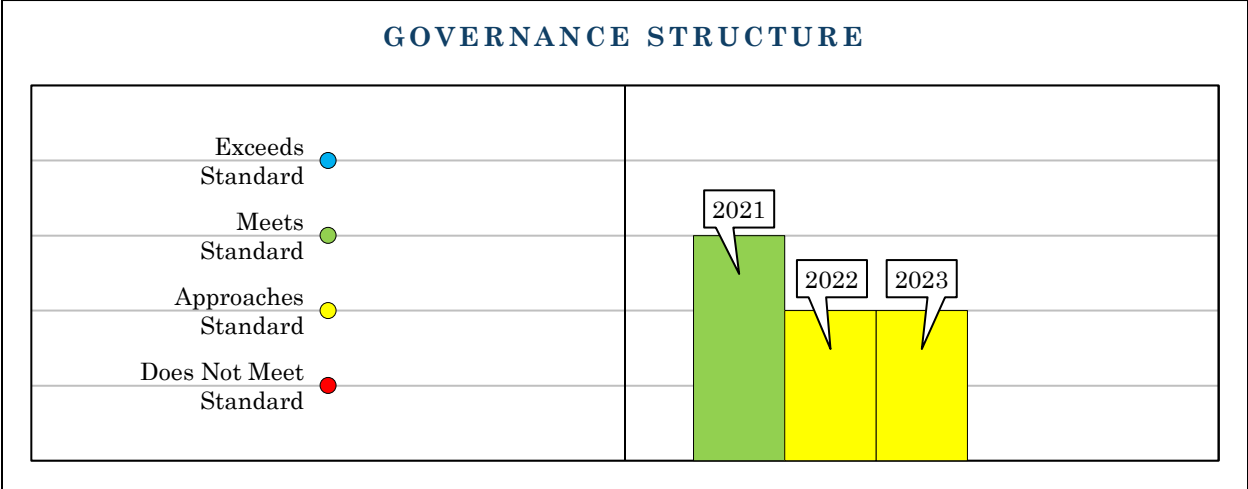
Standard Rating: Exceeds Standard	
Data Security and Information Transparency	Data/Evidence Source
The school's website is compliant and updated appropriately.	*No instances of non-compliance documented.
The school did not experience issues involving data security this year.	*No instances of non-compliance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

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: 10/1/22 Health Inspection: n/a Building Inspection: 3/29/23
The school does provide daily transportation for students.	*No instances of non-compliance documented.
The school does provide a National School Lunch Program.	*No instances of non-compliance documented.
<b>Comments/ Context:</b>	

Standard Rating: Does Not Meet Standard	
Operational Compliance	Data/Evidence Source
Required reports were not submitted accurately and on time.	*See comments
The enrollment process is compliant.	*No instances of non-compliance documented.
The teachers are not properly credentialed.	*See Comment
Corrective action plans were not issued by the SDE this year.	*No instances of non-compliance documented.
<b>Comments/ Context:</b> (Q2) reporting received late 2/3/2023; Authorizer Fees received 4.10.23. (Payments were due on 3.15.23 and invoices went out 1.31.23. SDE reporting identified PAI has personnel with insufficient teaching credentials. Please resolve with the SDE.	

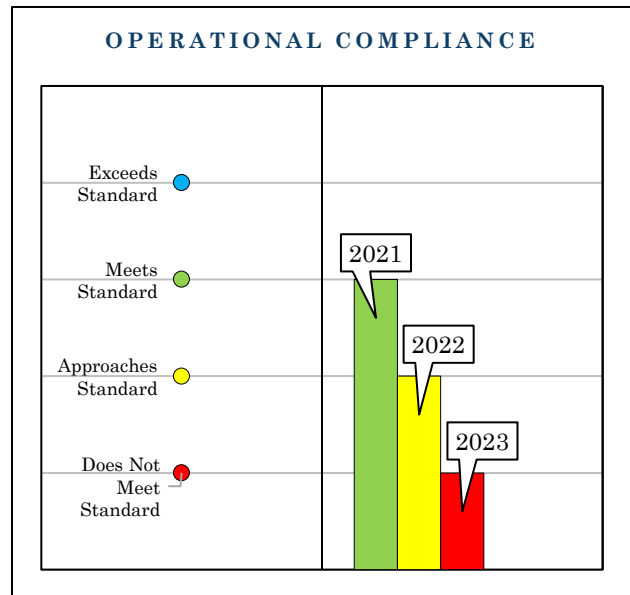
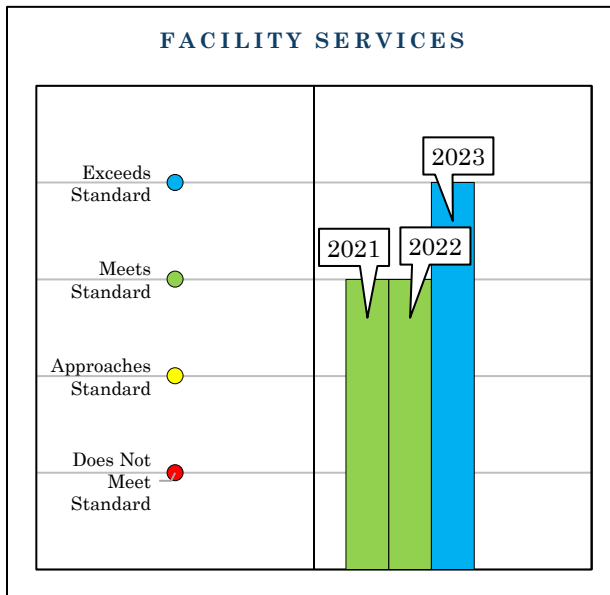
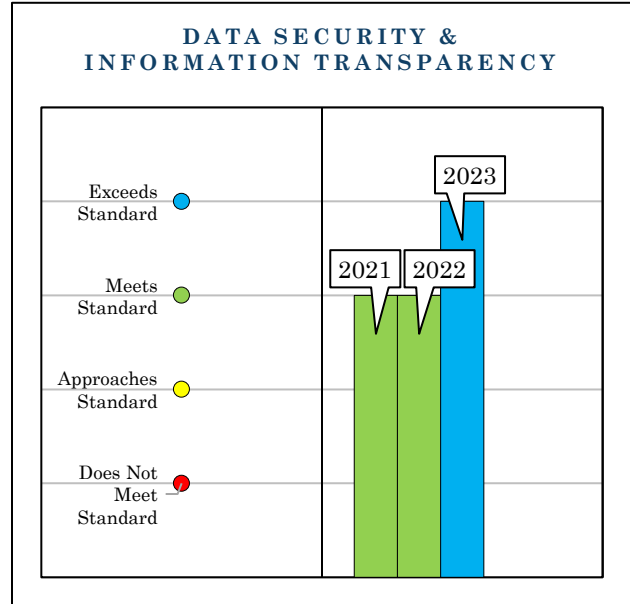
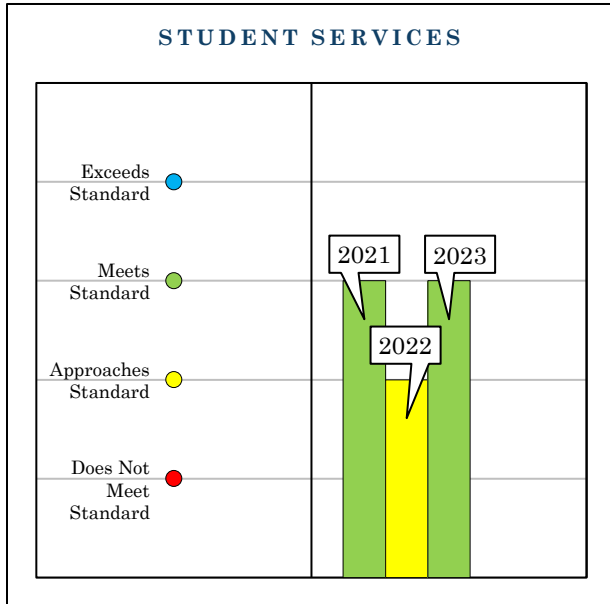
# Historical Performance: Board Stewardship Measures

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approaches its next renewal decision.



## Historical Performance: Management Measures

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approaches its next renewal decision.



# Financial Outcomes

## NEAR TERM MEASURES

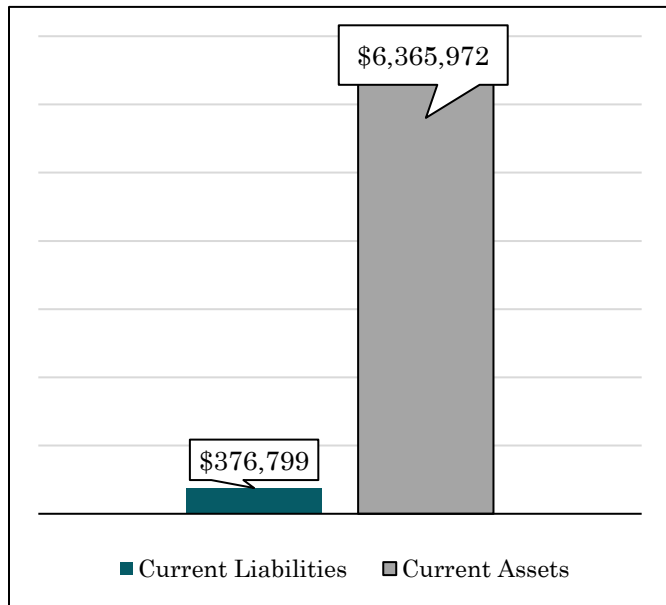
These measures evaluate whether a school is likely to meet its financial obligations in the next year. Data sources include but are not limited to the school’s fiscal audit, state agency reporting, and school reporting requirements.

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

<b>RATING LEGEND</b>	<b>DOES NOT MEET STANDARD</b>	<b>APPROACHES STANDARD</b>	<b>MEETS STANDARD</b>	<b>EXCEEDS STANDARD</b>	<b>NOT RATED DUE TO PANDEMIC</b>
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### Current Ratio

The school has a current ratio of more than 1.5.	Current Ratio: 16.9	<b>Exceeds Standard</b>
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#### **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

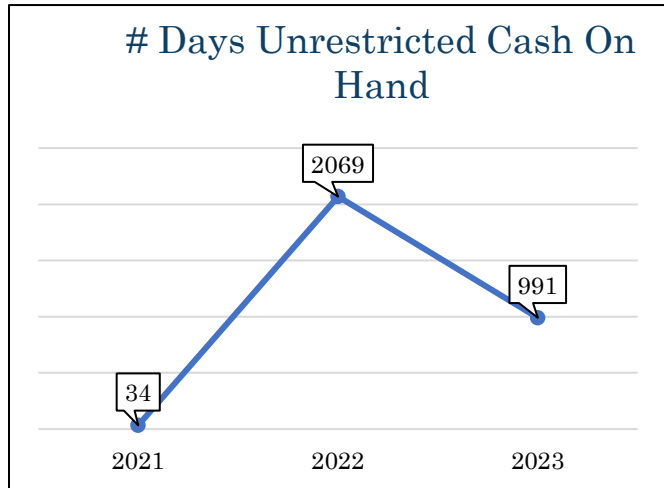
The school has more than 60 days cash on hand.	991 Days	<b>Exceeds Standard</b>
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### Why this Matters:

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 minor default (such as late payments) during the fiscal year.	<b>Meets Standard</b>
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### Why this Matters:

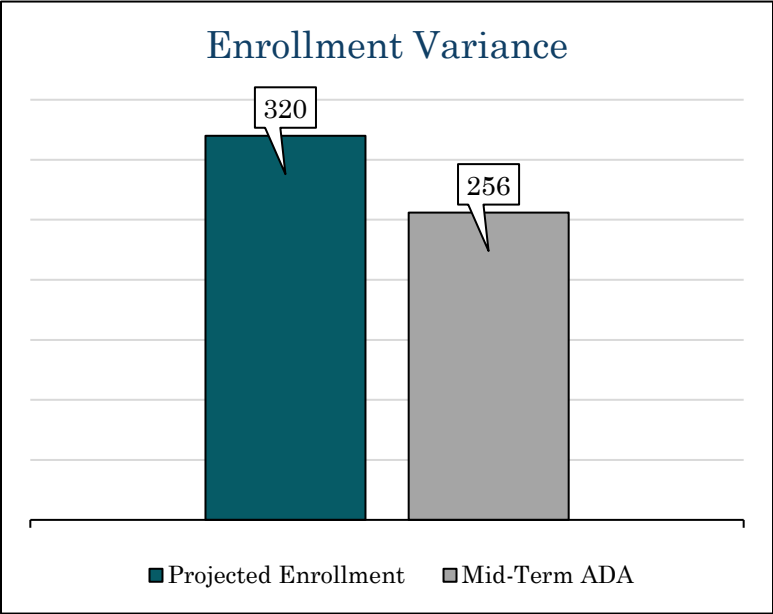
This measure identifies whether a school has defaulted on any of its financial obligations. Default can mean many things. Examples of default include: paying bills late, failing to make payroll, or inaccurately filing reports required for funding. Default can also include a failure to meet any additional 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 IPCSC requires).

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

<b>Comments/Context:</b> No instances of non-compliance documented.
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# Enrollment Variance

<p>The school achieved and sustained less than 90% of its projected enrollment and did not provide a mid-year amended budget evidencing a break-even financial plan.</p>	<p>Enrollment Variance: 80%</p>	<p><b>Does Not Meet Standard</b></p>
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## 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. Data sources include but are not limited to the school’s fiscal audit, state agency reporting, and school reporting requirements. \*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
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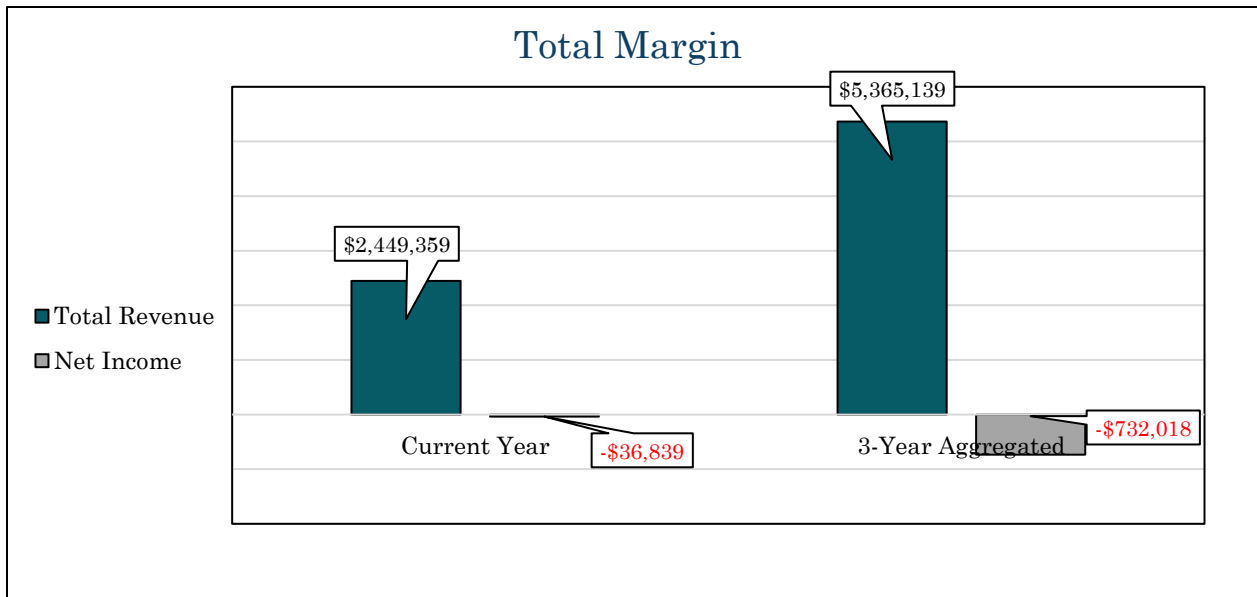
### Total Margin

The school's aggregated 3-year total margin is less than or equal to -1.5%.	CY Total Margin: <span style="color: red;">-1.5%</span> 3-Year Aggregated: <span style="color: red;">-13.6%</span>	<b>Does Not Meet Standard</b>
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#### 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.



**Comments/Context:**  
 \*For the purposes of this calculation, pension liability is excluded from the school’s net income.

## Cash Flow

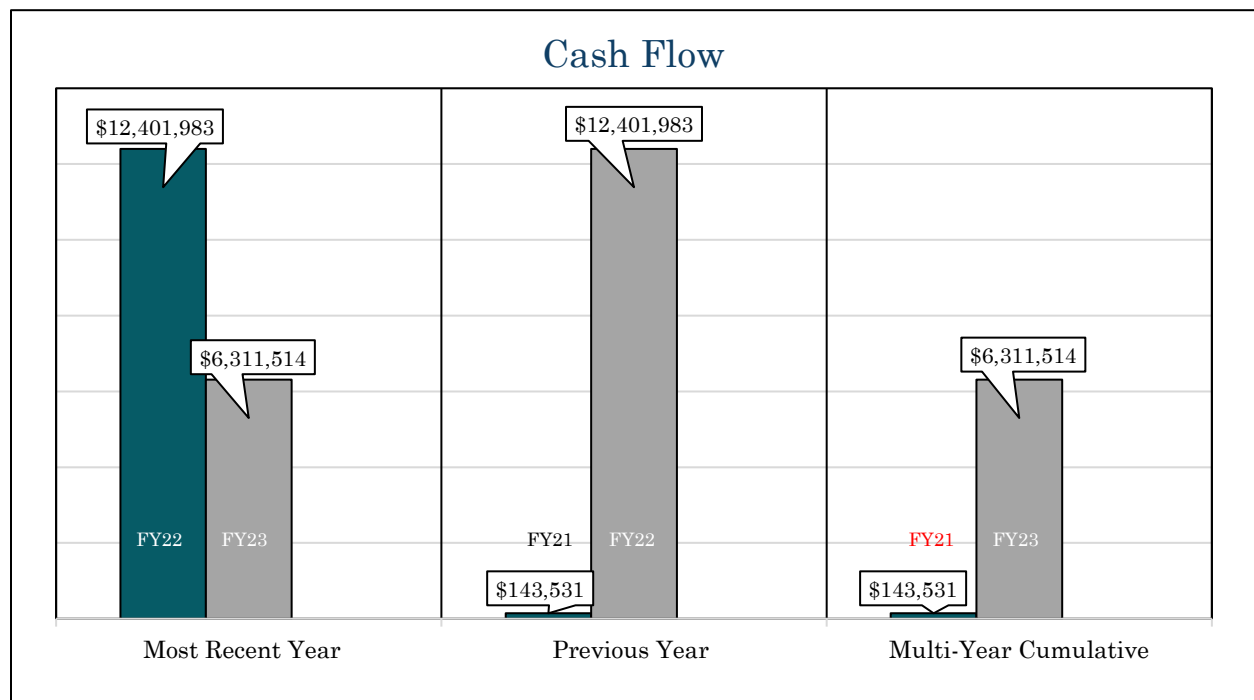
<p>The school's multi-year cumulative cash flow is positive, but the most recent year's cash flow is negative.</p>	<p>Most Recent Year:  <b>-\$6,090,469</b>                  Previous Year: \$12,258,452                  Multi-Year: \$6,167,983</p>	<p><b>Approaches Standard</b></p>
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### 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.

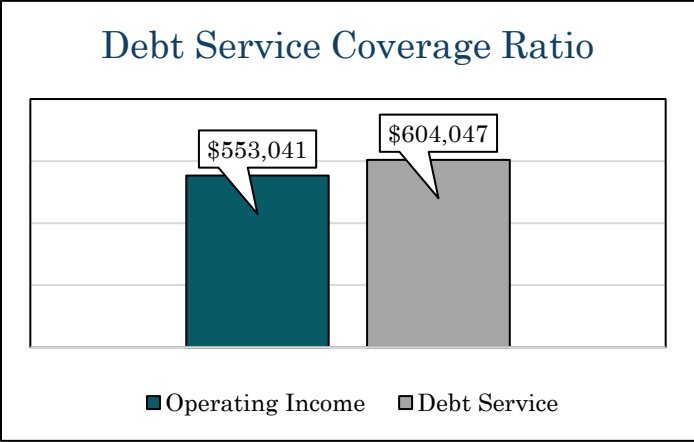
A school with a negative cash flow is using its existing reserves to fund general operations and is not likely to have the financial flexibility to fund future plans.

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



## Debt Service Coverage Ratio

The school's debt service coverage ratio is between .9 and 1.09.	Debt Service Coverage Ratio: 0.92	<b>Approaches Standard</b>
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**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

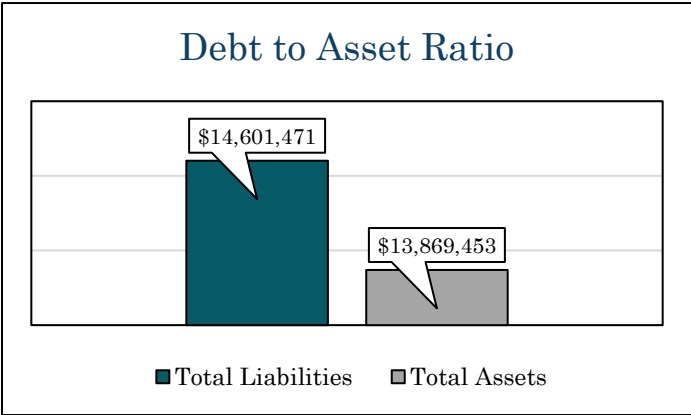
Coverage Ratio greater than 1) can meet the financial obligations of their debt. A school with more Debt Service than Operating Income (a ratio of less than 1) is reliant on either reserves or revenues anticipated in future years to meet its debt obligations.

## Debt to Asset Ratio

The school's Debt to Asset Ratio is greater than 1.0.	Debt/Asset Ratio: 1.05	<b>Does Not Meet Standard</b>
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**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.

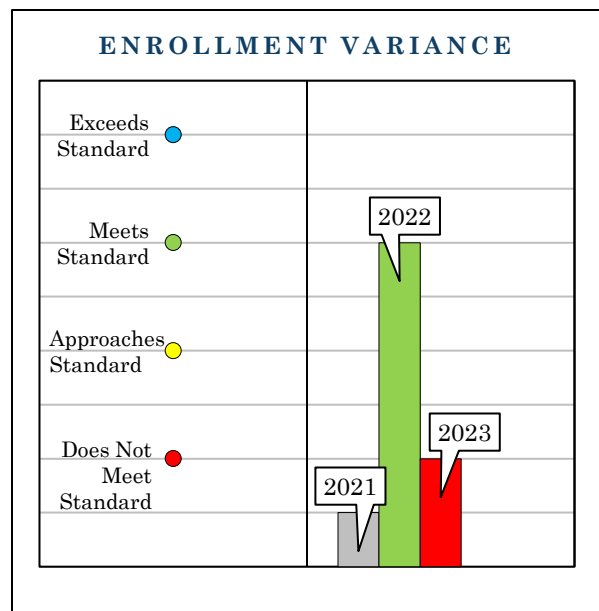
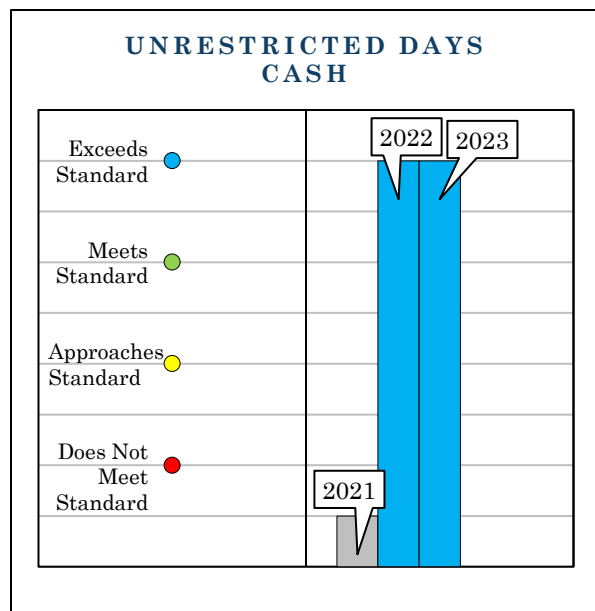
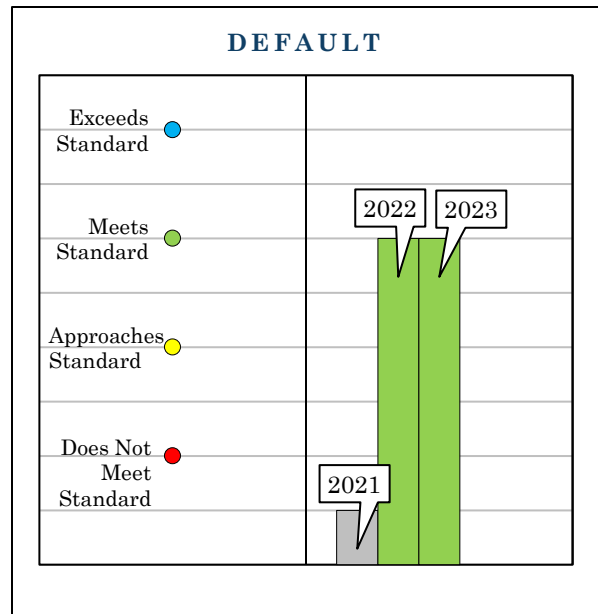
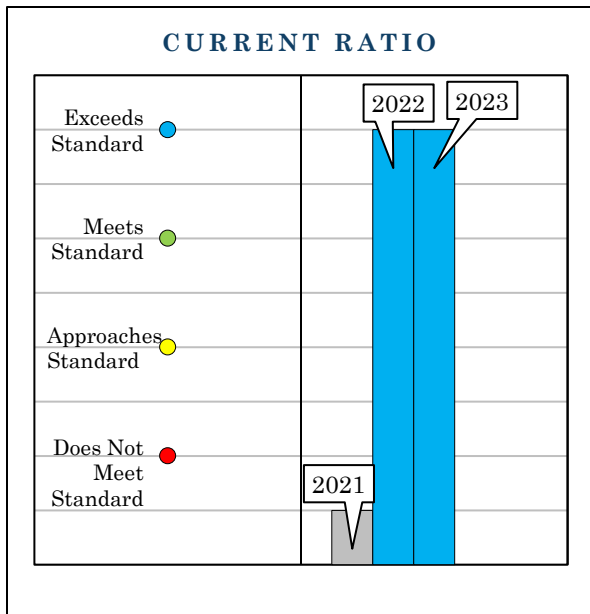
## Financial Compliance

Standard Rating: Meets Standard	
Financial Operations	Data and/or Evidence Source
The school's finances are managed in compliance with GAAP.	Financial Audit: 11/10/23
Expenditures and contracts are posted online appropriately.	School's Expenditure Pages
The school maintains compliant internal controls.	Financial Audit: 11/10/23
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

## Historical Performance: Financial

The charts below provide an overview of a school’s performance throughout their current (5) year certificate term. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approaches its next renewal decision.

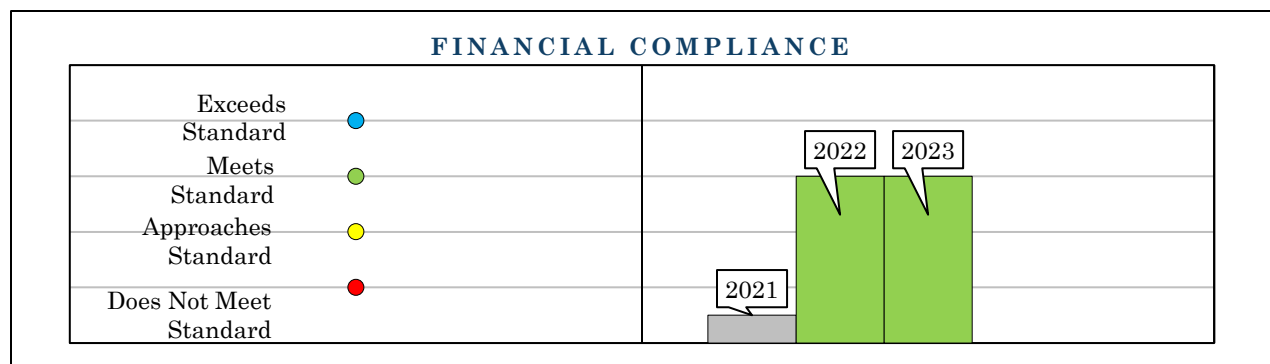
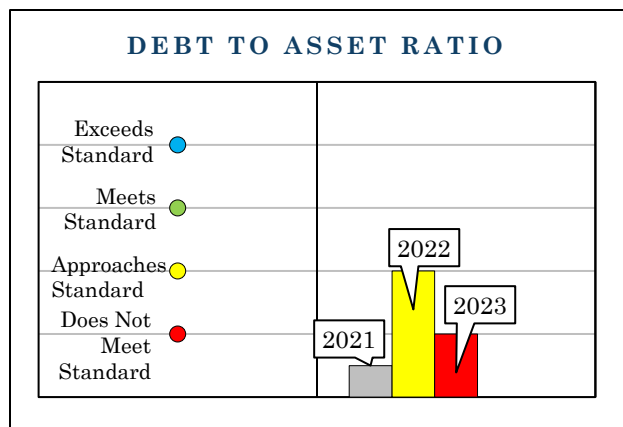
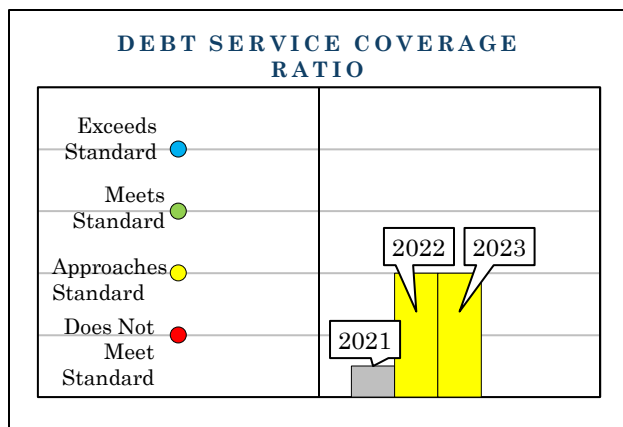
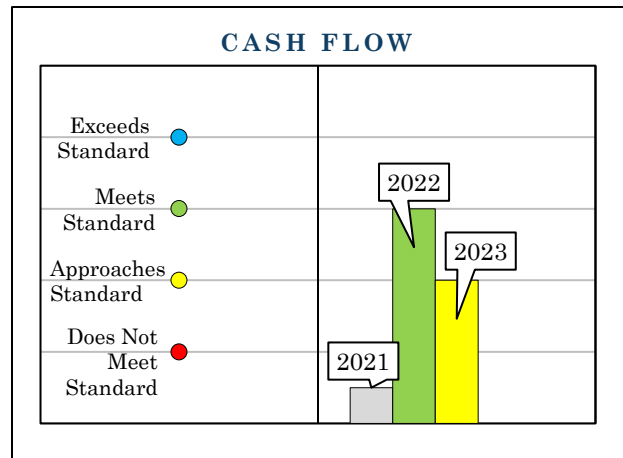
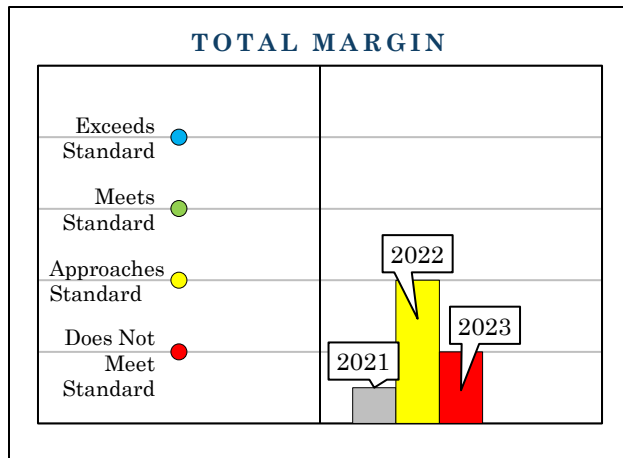
*\*Note: During the 2020-2021 school year financial ratings were waived by the IPCSC due to the pandemic’s impact on financial data. In the charts below, you will find these years have a grayed-out rating bar.*



## Historical Performance: Financial

The charts below provide an overview of a school's performance throughout their current (5) year certificate term. Schools are encouraged to consider how this data might be used to drive strategic planning as the school approaches its next renewal decision.

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The 2022-2023 Annual Report has been prepared by the  
Idaho Public Charter School Commission staff.

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



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