NORTH SIDE COMMUNITY SCHOOL

Contents:

Summary Page (page 1)

  IX. Substantive Student Academic Achievement
  X. Sound Financial Operations

NOTE:
  In the Evidence columns, under Required Documents:
  • Documents in **bold blue** must be submitted to the Charter School Office.
  • Documents in **bold black** must be on hand, but do not need to be submitted to the Charter School Office.

Summary of Findings

Please note that the comments in this report reflect our analysis as of the end of the 2019-20 school year.

1. Areas of Strength
   Student Achievement:
   • Though there is no data from 2020; through the years, NSCS has been among the leading schools in the region for student achievement as indicated by state assessment outcomes.
   **Sound Financial Operations**
   • North Side’s finances and financial operations are sound.

2. Areas for Growth
   Student Achievement:
   • Utilize internal assessments to set ambitious yet feasible learning goals for students.
**IX. Substantive Student Academic Achievement:**

*A transformational school:*

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
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</table>
| a. Sets and meets clear, meaningful, and measurable academic goals and student learning objectives as stated in the charter through an accountability plan (performance contract) with its sponsor | i. Articulates its curricular content and performance standards, including minimum student performance standards for advancement or graduation. | Required Documents:  
- **Performance Contract** |
| b. Demonstrates high expectations for student achievement | ii. Student achievement targets in the accountability plan (performance contract) propel students towards proficient and advanced scores on state assessments and success in future educational and occupational settings. | Other Evidence  
- Teacher and instructional coordinator interviews  
- Internal formative and summative assessment data  
- MSIP-5 student achievement, attendance and retention data. |
| | iii. Uses multiple forms of assessment, including growth-measures assessments, to inform instructional decision-making. | |
| | iv. Implements assessments that collect data about students’ short-term acquisition and long-term mastery of essential knowledge. | |
| | v. Analyzes assessments to gauge students’ progress towards meeting school performance goals and makes instructional adjustments, as needed, to improve student achievement. | |
| | vi. Tracks and disseminates growth data for students over time using both norm referenced measures and state assessments. | |
| | vii. Closes the achievement gap among sub-groups of students. | |
| | viii. Complies with the accountability plan (performance contract) established with its sponsor. | |
| | ix. Maintains an attendance rate that aligns with the school’s performance contract. | |
| | x. Maintains a high graduation rate (secondary schools) that aligns with the school’s performance contract. | |

**Element IX: Student Achievement**

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<th>Areas of Strength</th>
<th>Areas for Growth</th>
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**General Note:**
- Due to the pandemic, the state of Missouri did not administer MAP tests in spring, 2020. Neither the state nor UMSL has current student achievement data to analyze for school performance in this area.

**Recommendation:**
- It is unfortunate that there is no state-assessed student achievement data for North Side and UMSL to review. For school year 2020-2021, utilize any internal assessments as best as you can to track student growth.
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| • (a) Goal setting:  
  o NSCS sets ambitious goals for student achievement. |   |
| • (b) High Expectations:  
  o NSCS leaders and staff communicate high expectations to all students. |   |
| • a) Goal setting:  
  o Lacking state assessment data, utilize internal assessments to set clear, measurable and ambitious learning goals for each student. |   |
| • (b) High Expectations:  
  o Continue to communicate and hold high expectations to students. |   |
## X. Sound Financial Operations

**A transformational school:**

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<tr>
<th>Standard</th>
<th>Indicator</th>
<th>Evidence</th>
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| a. Fulfills its fiduciary responsibility for public funds by ensuring the school operates in a fiscally sound and appropriate manner. | i. Preserves a minimum of three percent budget surplus   
ii. Maintains accessible and appropriate fiscal records   
iii. Core Data and other required school reporting is conducted in a timely and appropriate manner  
iv. Conducts an annual financial audit  
v. Ensures that school business and expenses, including personnel, are made free of conflict of interest and directed toward meeting the mission of the school through:  
   a. Board review of monthly check register  
b. Oversight of credit card expenses  
c. Oversight of cash management  
d. Monitoring attendance reporting  
e. Provision of insurance coverage including:  
   i. Director and Officers  
   ii. Employee Dishonesty  
   iii. General Liability  
   iv. Professional Liability  
v. Property  
vi. Workmen’s Compensation | Documents  
• Annual Secretary to the Board Report (ASBR)  
• Independent Annual Audit  
• Cash Flow Projection and Analysis  
• Annual Debt Report  
• Tear Sheet and Invoice for Locally Published Annual Audit  
• Monthly Check Registers  
• Monthly Bank Statements and Cash Reconciliations  
• Quarterly Reports  
• Proof of Insurance Statements  
Other Evidence  
• Interview with CFO  
• Payroll and retirement records  
• Core Date Reports  
• Evidence in board minutes that check registry has been reviewed and approved by the board. |
| b. Establishes clear fiscal policies that use public funds appropriately | i. Adhere to an adopted and board approved fiscal policy and procedures manual  
ii. Ensure fiscal policies include procedures for the authorization of purchases and release of funds  
iii. Adopt a budget by June 30 for the upcoming fiscal year  
iv. Ensure that the budgeting process maintains a direct focus on teaching and learning needs with a fiscal balance to cover expenses with revenue | Documents  
• Annual Budget  
• Monthly Financial Statements  
• Banking Information  
• Account Coding Data FED/LEA  
• Internal Control Policies and Procedures  
• Procurement Policy  
• Federally Funded Purchase Inventory  
Other Evidence  
• Interview with CFO  
• Approved board meeting minutes |
| c. Ensures financial resources are directly related to the school's | i. Ensure that the school’s physical space, materials, and supplies are conducive to accomplishing the | Documents  
• Staff Salary Records (including average staff salary) |

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November 12, 2020
| purpose: student achievement and learning | charter’s school-wide learning goals as specified in the charter  
  i. Establish policies to ensure that contracts reflect fair market value  
  iii. Determine compensation levels for employees that are appropriate for the positions and responsibilities and that are consistent with industry norms | Other Evidence  
  • Building walk-through  
  • Classroom observations  
  • Vendor contracts |

**Element X: Financial Operations**

**Shannon Spradling’s Review**

The following is my analysis of North Side financial picture:

- FY17 ending cash fund balance per the ASBR was 34.59%, $1,498,890
- FY18 ending cash fund balance per the ASBR was 38.74%, $1,784,654
- FY19 ending cash fund balance per the ASBR was 32.33%, $2,007,520
- FY20 ending cash fund balance per the ASBR was 43.14%, $2,937,309

**Recommendations** - No recommendations at this time.

**Financial review**

**Standard a**

- ASBR: The ASBR was filed on time.
- Independent Annual Audit: Complete. Board approved.
- Cash Flow Projection and Analysis: The school needs to implement a monthly cash flow document projecting revenue, expenses, net revenue, beginning and ending cash.
- Annual Debt Report: Submitted to the State.
- Audit Published: School audit was published in the St. Louis American.
- Evidence - Information submitted to UMSL and Shannon Spradling.

**Recommendations** – See above under Cash Flow Projection and Analysis.

**Standard b**

- Annual Budget: Board approved original budget.
- Monthly Financial Statements: Reviewed by the board and approved.
- Banking Information: Funds are collateralized by government securities in excess of $250k.
- Account Coding: Coding is in compliance with DESE Financial Accounting requirements

**Recommendations** - No recommendations at this time.

**Standard c**

- NSCS has adequate capacity and resources to meet students' needs.
- Average teaching salary approximately $50k.
- The school offers staff hiring agreements identifying annual salary/rate of pay plus any additional duties.

**Recommendations** - No recommendations at this time.