Contents:

- Summary Page (page 1)
- Evaluation Standards: Ten Elements of school evaluation – Part 2:
  - 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 2020-2021 school year.

Areas of Strength
- Established a strong fund balance
- Maintained healthy financial systems, with the exception of securing funds in excess of $250K

Area for Growth
- Increasing enrollment
- Securing all funds in excess of $250k
- Ensuring all students make at least one year of growth annually
## IX. Substantive Student Academic Achievement

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
</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. | 1) 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. | 2) 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. | |
| | 3) Uses multiple forms of assessment, including growth measures assessments, to inform instructional decision making. | Other Evidence  
- Teacher and instructional coordinator interviews  
- Internal formative and summative assessment data  
- MSIP-5 student achievement, attendance and retention data |
| | 4) Implements assessments that collect data about students’ short-term acquisition and long-term mastery of essential knowledge. | |
| | 5) Analyzes assessments to gauge students’ progress towards meeting school performance goals and makes instructional adjustments, as needed, to improve student achievement. | |
| | 6) Tracks and disseminates growth data for students over time using both norm-referenced measures and state assessments. | |
| | 7) Closes the achievement gap among sub-groups of students. | |
| | 8) Complies with the accountability plan (performance contract) established with its sponsor. | |
| | 9) Maintains an attendance rate that aligns with the school’s performance contract. | |
| | 10) Maintains a high graduation rate (secondary schools) that aligns with the school’s performance contract. | |
## Element IX: Student Achievement

**GENERAL NOTE:**
- Due to the pandemic, the state of Missouri did not administer MAP tests in spring, 2020.
- The Performance Contract was amended for SY21 to focus on internal data, due to uncertainty about administration of the state assessment MAP.
- The School Improvement Plan’s goal also aligned to the Performance Contract Review.
- Details for Academic Achievement have been pulled directly from the Performance Contract Review.

### Internal Data

<table>
<thead>
<tr>
<th></th>
<th>All Students</th>
<th>All Students</th>
<th>Subgroup</th>
<th>Subgroup</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Proficient/Advanced</td>
<td>% Meeting Growth Target (1 year)</td>
<td>% Proficient/Advanced</td>
<td>% Meeting Growth Target (1 year)</td>
</tr>
<tr>
<td>NWEA ELA</td>
<td>10.87%</td>
<td>21.25%</td>
<td>10.87%</td>
<td>21.25%</td>
</tr>
<tr>
<td>NWEA Math</td>
<td>13.04%</td>
<td>38.75%</td>
<td>13.04%</td>
<td>38.75%</td>
</tr>
<tr>
<td>AimsWeb ELA</td>
<td>30.4% (up 10.7% since Spring)</td>
<td>NA</td>
<td>30.4% (up 10.7% since Spring)</td>
<td>NA</td>
</tr>
<tr>
<td>AimsWeb Math</td>
<td>28.3% (up 8.5% since Spring)</td>
<td>NA</td>
<td>28.3% (up 8.5% since Spring)</td>
<td>NA</td>
</tr>
</tbody>
</table>

- AimsWeb Proficient/Advanced = green
- NWEA Proficient/Advanced = >=50%ile

### NWEA ELA Percentile Change

<table>
<thead>
<tr>
<th># of Testers with fall and spring scores (83)</th>
<th>Raw</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved %ile from fall to spring</td>
<td>15</td>
<td>18.07%</td>
</tr>
</tbody>
</table>
Maintained %ile from fall to spring | 9 | 10.84%
Decreased %ile from fall to spring | 59 | 71.08%

### NWEA ELA Achievement Levels

<table>
<thead>
<tr>
<th></th>
<th>Fall (Raw #)</th>
<th>Fall % at this level</th>
<th>Spring (Raw #)</th>
<th>Spring % at this level</th>
<th>Change % at this level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lo</td>
<td>39</td>
<td>46.99%</td>
<td>56</td>
<td>60.87%</td>
<td>13.88%</td>
</tr>
<tr>
<td>Lo Avg</td>
<td>17</td>
<td>20.48%</td>
<td>21</td>
<td>22.83%</td>
<td>2.34%</td>
</tr>
<tr>
<td>Avg</td>
<td>14</td>
<td>16.87%</td>
<td>6</td>
<td>6.52%</td>
<td>-10.35%</td>
</tr>
<tr>
<td>Hi Avg</td>
<td>9</td>
<td>10.84%</td>
<td>3</td>
<td>3.26%</td>
<td>-7.58%</td>
</tr>
<tr>
<td>Hi</td>
<td>4</td>
<td>4.82%</td>
<td>5</td>
<td>5.43%</td>
<td>0.62%</td>
</tr>
</tbody>
</table>

### NWEA Math Percentile Change

<table>
<thead>
<tr>
<th># of Testers with fall and spring scores (83)</th>
<th>Raw #</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved %ile from fall to spring</td>
<td>33</td>
<td>39.76%</td>
</tr>
<tr>
<td>Maintained %ile from fall to spring</td>
<td>14</td>
<td>16.87%</td>
</tr>
<tr>
<td>Decreased %ile from fall to spring</td>
<td>36</td>
<td>43.37%</td>
</tr>
</tbody>
</table>

### NWEA Math Achievement Levels

<table>
<thead>
<tr>
<th></th>
<th>Fall (Raw #)</th>
<th>Fall % at this level</th>
<th>Spring (Raw #)</th>
<th>Spring % at this level</th>
<th>Change % at this level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lo</td>
<td>50</td>
<td>60.24%</td>
<td>60</td>
<td>65.22%</td>
<td>4.98%</td>
</tr>
<tr>
<td>Lo Avg</td>
<td>12</td>
<td>14.46%</td>
<td>15</td>
<td>16.30%</td>
<td>1.85%</td>
</tr>
<tr>
<td>Avg</td>
<td>12</td>
<td>14.46%</td>
<td>10</td>
<td>10.87%</td>
<td>-3.59%</td>
</tr>
<tr>
<td>Hi Avg</td>
<td>4</td>
<td>4.82%</td>
<td>4</td>
<td>4.35%</td>
<td>-0.47%</td>
</tr>
<tr>
<td>Hi</td>
<td>4</td>
<td>4.82%</td>
<td>3</td>
<td>3.26%</td>
<td>-1.56%</td>
</tr>
</tbody>
</table>

Findings:

- **NWEA ELA:**
  - Overall, students decreased in percentile and achievement level.
  - 21% met growth targets.
  - 11% score as proficient or advanced.

- **NWEA Math**
  - 40% of students improved or maintained percentile, and achievement levels were more stable.
  - 38.75% met growth targets.
  - 13% score as proficient or advanced.

- **Aimsweb**
  - Students measuring as proficient improved by 10% in both ELA and Math.

- **Overall**
  - Scores are difficult to measure due to the COVID-19 pandemic.
  - Proficiency is low overall.
  - ELA saw significant learning loss.
  - Math was more stable than ELA
## IX. Sound Financial Operations

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| **A.** Fulfills its fiduciary responsibility for public funds by ensuring the school operates in a fiscally sound and appropriate manner. | 1) Preserves a minimum of three percent budget surplus. 2) Maintains accessible and appropriate fiscal records. 3) Core Data and other required school reporting is conducted in a timely and appropriate manner. 4) Conducts an annual financial audit. 5) 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 Data Reports  
- Evidence in board minutes that the check register has been reviewed and approved by the board. |
| **B.** Establishes clear fiscal policies that use public funds appropriately | 1) Adhere to an adopted and board approved fiscal policy and procedures manual. 2) Ensure fiscal policies include procedures for the authorization of purchases and release of funds 3) Adopt a budget by June 30 for the upcoming fiscal year. 4) 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 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 purpose: student achievement and learning

| 1) Ensure that the school’s physical space, materials, and supplies are conducive to accomplishing the charter’s school-wide learning goals as specified in the charter. |
| 2) Establish policies to ensure that contracts reflect fair market value. |
| 3) Determine compensation levels for employees that are appropriate for the positions and responsibilities and that are consistent with industry norms |

**Documents**
- Staff Salary Records (including average staff salary)

**Other Evidence**
- Building walk-through
- Classroom observations
- Vendor contracts

---

### Element X: Financial Operations

**Shannon Spradling's Review:**

**Standard A**

- FY21 ending cash fund balance per the ASBR was 28.31%
- ASBR: Submitted on time.
- Independent Annual Audit: FY20 Audit completed and submitted to DESE.
- Cash Flow Projection and Analysis: School utilizes a tool for analyzing cash flow.
- Annual Debt Report: N/A. The school received an SBA PPP Forgiveness Loan in FY20. The loan was forgiven in FY21.
- Audit Published: Published in the St. Louis Daily Record
- Evidence - Document submission to UMSL and Shannon Spradling.

**Concerns - In reviewing the FY20 audit, no deficiencies were identified by the auditors.**

**Standard B**

- Annual Budget: The Board amended the FY21 budget on 01.13.21. The FY22 budget was approved on June 22, 2021.
- Monthly Financial Statements: The Board reviews and approves the monthly financials and check registers.
- Banking Information: The school has implemented a Sweep Account. However, per the FY20 audit, the school was not in compliance. The school needs to assure all funds in excess of $250k are secured.
- Account Coding: Coding is in compliance with DESE Financial Accounting requirements
Concerns - Secure all assets in excess of $250K.

Standard C

- In FY22, the school is projecting an enrollment of 110 students. However, the budgeted enrollment is 105. Enrollment as of 09.01.21 is 93.
- The building capacity for students is 140.
- Average teaching salary approximately $44,000.