

APPENDIX A: 2014-15 CHARTER SCHOOL ANNUAL REPORT

PART 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY	
Name of Charter School:	Year School Opened:
New Beginnings Family Academy	2002
Street Address:	City/Zip Code:
184 Garden Street	Bridgeport, CT 06605
School Director:	School Director Contact Information:
Ronelle P. Swagerty	rpswagerty@nbfacademy.org /203-384-2897
Grades Authorized to Serve in 2014-15:	Charter Term:
PK-8	2015-2018
<p>1. Executive Summary: Provide a cover letter or executive summary highlighting school progress, performance, accomplishments, and major changes during the 2014-15 school year. Include a brief narrative on the school’s unique model and student population.</p>	
<p>New Beginnings Family Academy strives to improve the lives of low-income urban students by providing a free, high-quality public education in a small school with a proprietary curriculum that organically weaves ethics and character-building into everyday instruction. Each NBFA homeroom is named after an historical figure – Sir Isaac Newton, Helen Keller, Benjamin Banneker, Eleanor Roosevelt, to name a few – whose life personifies “academic success and character,” the tenets of NBFA. Classrooms are interactive places filled with “good noise.” They are led by certified teachers who use their individual talents and techniques, combined with best practices, to intrigue and educate children. Mistakes are viewed as teachable moments that build resiliency. NBFA’s model is based on a social emotional learning (“SEL”) approach that fosters empathy and relationships between teachers and students. Through relationships, teachers secure attachments and provide a stable environment for their students, many of whom are of low socioeconomic status (SES). In so doing, educators mitigate the stressors caused by poverty, which negatively impact children’s brains, and help learners develop the essential life skills needed to self-regulate, make good choices and be successful in school. Those skills – self-control, social competence, academic self-efficacy, persistence and mastery orientation - align with NBFA’s S-T-R-E-T-C-H of principles of Self-controlled, Thoughtful, Responsible, Empathetic, Tenacious, Conscientious and Hard-Working.</p> <p>The books that have the strongest influence on the NBFA model include Teaching with Poverty in Mind: What Being Poor Does to Kids’ Brains and What Schools Can Do About It and Engaging Students with Poverty in Mind: Practical Strategies for Raising Achievement, both by Eric Jensen. These books are foundational for NBFA, whose demographic includes 91% of students who qualify for free and reduced priced meals and 98% who live in Bridgeport, one of the state’s largest and poorest cities.</p> <p>NBFA’s student achievement outcomes continue to demonstrate the school’s efficacy, consistently outperforming Bridgeport as well as other urban districts (including New Haven, Waterbury and Hartford) on state standardized exams. In 2013, for example, NBFA’s school and district performance index was 68.5, compared to 53.7 for Bridgeport, 58.1 for Hartford, and 60.1 for New Haven. More recently, NBFA’s 5th and 8th graders outperformed their district peers on the science CMT, with 61% of 5th and 68% of 8th graders scoring proficient or better compared to 51% and 43.5%, respectively, in Bridgeport. Perhaps most impressive are NBFA students’ long-term outcomes. In 2015, 86% of NBFA 8th graders earned admittance into such competitive high schools as Greens Farms Academy, Fairfield Prep, St. Luke’s and Hopkins.</p> <p>NBFA expects even greater long-term outcomes in future years as a direct result of its early childhood program. In September 2014, NBFA welcomed its first class of Pre-K, aged 4, students. Forty students are enrolled in the program, which features play-based learning in developmentally-appropriate, state-of-the-art classrooms.</p>	

PART 2: SCHOOL PERFORMANCE

2. **School Goals:** State the school’s mission statement. Provide the school’s mission-specific, measurable goals. Analyze school progress toward these goals, providing data as appropriate. Add/Remove rows, as necessary.

Mission Statement:

New Beginnings Family Academy provides its students a rigorous education that ensures **academic success** and builds **character** in partnership with their families.

Goal Statement:

Evidence of Progress toward Goal:

A.1: General education students will make at least a year’s growth in core academic subjects

A.1: On average, students at NBFA achieved 158% growth in ELA and 123% in Math during the year.

iReady Math	School-wide average growth: 123%	Percent with at least one year’s growth: 54%
iReady Reading	School-wide average growth: 158%	Percent with at least one year’s growth: 61%

However, 61% of individual students made at least a year’s growth in ELA and 54% in math on End-of-year iReady assessments.

A.2: At least 60% of students will perform proficient or better in all core subjects on year-end standardized assessments

A.2: NBFA exceeded expectations in ELA on its first administration of the SBAC, outperforming its host district and other Bridgeport charter schools and with its African American and Latino students outperforming their peers across the state. . Nevertheless, there remains much work to be done to achieve its stated goal of 60% proficiency.

2015 SBAC: ELA		2015 SBAC: Math	
Grade	Percent Proficient	Grade	Percent Proficient
3	27%	3	16%
4	46%	4	13%
5	47%	5	27%
6	29%	6	20%
7	43%	7	13%
8	60%	8	15%

A.3: Classified students will demonstrate growth in core academic subjects, as defined by their Individualized Education Plan goals

A.3: NBFA achieved its stated goal, with 100% of IEP students advancing to the next grade. None were retained. Additionally, three-quarters of IEP students passed 70% of their iReady exams in ELA and Math.

A.4: On-time grade promotion of all 8th grade students

A.4: NBFA achieved its goal with 100% of 8th graders earned on-time grade promotion.

A.5: At least 60% of 8th grade students will gain admission into competitive high schools

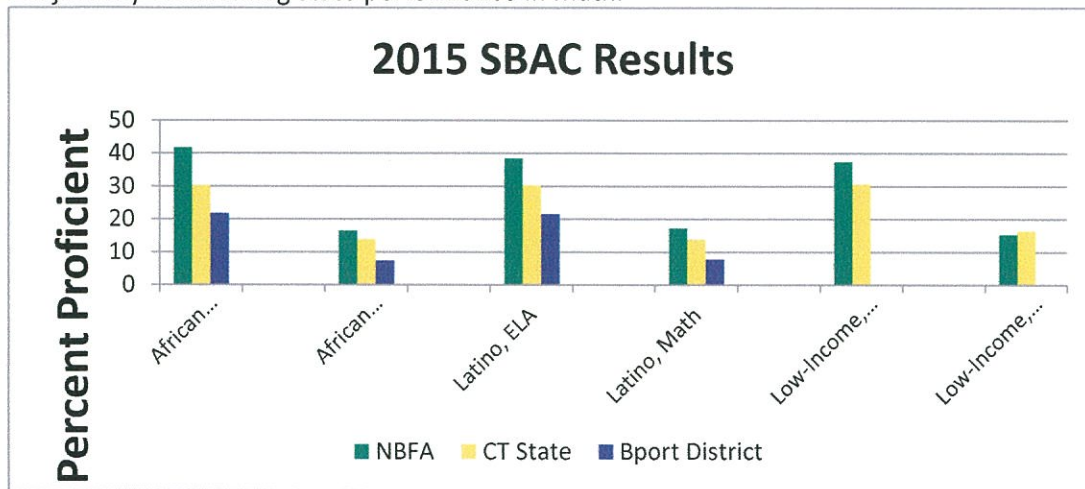
A.5: NBFA exceeded its goal with 86% of NBFA’s 8th grade students gaining admission into competitive high schools. These schools include Fairfield Prep, Bullard Havens and Pratt Technical High Schools, Kolbe Cathedral, Notre Dame and Fairchild Wheeler Interdistrict Science Magnet.

<p>NBFA will decrease the number of detentions and suspensions</p>	<p>NBFA's new behavior management approach, which includes the adoption of Responsive Classroom and Restorative Practices, resulted in stronger classroom management skills school-wide and a focus on logic consequences over punitive measures. As a result, NBFA reduced its suspension rate by 42% over the previous year.</p>
<p>NBFA will engage families in activities to promote and maintain the pro-educational environment of the school</p>	<p>NBFA's parent engagement strategy includes strengthening its School Governance Council as well as improving overall communication with families through school-wide events, social media and parent/teacher contacts. The Council, called the NBFAAlliance, in collaboration with the Office of Student and Family Services, worked to increase the number of meaningful interactions parents have with the school. This resulted in approximately 100 parents participating in advocacy work at the Capitol and attending pro-education rallies throughout the legislative session. In addition, NBFA's home/school communications increased via parent conference attendance, telephone conversations and text/email messaging. Consequently, NBFA scored a 90.52% satisfaction rating among parents in its 2015 survey.</p>

3. Student Achievement: Provide data summarizing school performance and academic achievement. Using the blank space provided, include data evidencing student growth and progress toward closing achievement gaps, including an analysis of normed benchmark assessment data.

Performance Metric:	*2011-12:	*2012-13:	*2013-14:	2014-15:
Average daily attendance rate: See June 2015 PSIS Report for data	95.6	95.5	95.3	94.3
Chronic absenteeism rate: See June 2015 PSIS Report for data	8.1	9.3	9.8	17.1
Number of in-school suspensions:	1	94	79	0
Number of out-of-school suspensions:	90	46	115	114
Number of expulsions:	1	0	0	0
Percent of students with 1+ suspension/expulsion:	14.1	22.3	21.9	12.1
Cohort graduation rate (if applicable):				N/A
Holding power rate (if applicable):				N/A
Overall School Performance Index CMT (SPI):	69.6	68.5		N/A
Overall host District Performance Index CMT (DPI):	55.5	53.7		N/A

New Beginnings Family Academy continues to make progress toward closing the academic achievement gap. In its first administration of the SBAC, NBFA’s African American and Latino populations outperformed their peers in the district and state in both ELA and Math. NBFA’s low-income population also fared better than the state in ELA, but fell just shy of matching state performance in Math.



4. **Best Practice:** In 250 words or less, summarize an emerging best practice at your school in the areas of academics, instruction, or school climate (e.g. extended instructional time, supports for English learners, positive behavior management, college access). Describe the concrete strategy and its impact on student learning and/or the school climate referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

In line with NBFA’s focus on social emotional learning is its emphasis on behavioral management, an emerging best practice, to improve school climate. The goals of NBFA’s approach are to increase empathy among students and decrease infractions, particularly high level offenses that could lead to suspension. Behavioral expectations are rooted in the school’s STRETCH Principles, which apply to all students, staff and teachers. School values have been bolstered by the implementation of Responsive Classroom (“RC”), Restorative Practices (“RP”) and amended suspension policies. Responsive Classroom provides a structure and format that enables teachers to address the social-emotional needs of children while encouraging their active participation in setting rules that govern classroom interactions. RC starts with a morning meeting to discuss a topic of the day and engages each student on an individual level. During regular class, RC promotes differentiated instruction through academic choices for students. NBFA’s suspension policy reflects current research and trends in education. In-school suspensions have been eliminated – from 79 during the 2013-14 academic year to zero in 2014-15 – as Responsive Classroom practices provide a conduit to address issues with students before they escalate. Out-of-school suspension has become more uniform and aligned with levels of infractions and logical consequences. Suspensions typically result in one day out-of-school as a “cooling” off/reflection period. As a result of this approach, NBFA reduced its percent of students with 1+ suspension by 45%, from 21.9 in 2013-2014 to 12.1 in 2014-2015. For any suspension, students are required to engage in a restorative circle upon their return to school. Restorative circles give all students involved (both victim and perpetrator) the opportunity to address the behaviors that led to suspension.

PART 3: STEWARDSHIP, GOVERNANCE, AND MANAGEMENT

5. **Financial Documents:** (1) As required by C.G.S. § 10-66cc(b)(2), submit FY 2014 certified audit statements, including the statement of activities (showing all revenues from public and private sources, expenditures, and net operating gain/loss), balance sheet, and statement of cash flows. (2) Provide the FY 2015 budget comparing submitted budget versus actual figures, with summary explanations of all major variances. (3) Provide a FY 2016 board-approved budget, summarizing all assumptions and major variances from FY 2015.

6. **Financial Condition:** Provide the following financial data for FY 2015.

Total margin (net income / total revenue):	.1455
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Debt to asset ratio (total liabilities / total assets):	.0884
Debt service coverage ratio (net income + depreciation + interest expense) / (principal + interest payments):	N/A
Current asset ratio (current assets / current liabilities):	2.3435
Days of unrestricted cash ((total expenditures - depreciation) / 365):	33.98
Cash flow (change in cash balance):	\$ (790,679)

7. **Governing Board:** Consistent with C.G.S. § 10-66bb(d)(3)(A), provide the following information for all governing board members.

Name:	Occupation:	Board Role/Term:	Mailing/Email:	Background Check:
David C. Schlakman	Development Consultant	President	77 Roton Avenue Rowayton, CT 06853 dcschlakman@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Claire Foerster	Retired Middle School Science Teacher	Vice President	19 Bermuda Road Westport, CT 06880 claire.foerster@me.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Paul Myerson	Retired Corporate Executive	Treasurer	7 Sea Spray Road Westport, CT 06880 pmyerson@optonline.net	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Christine King	NBFA Parent and Math Consultant	Secretary	1375 Chopsey Hill Road Bridgeport, CT 06606 Ckingeducation@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Wismine Joseph	NBFA Employee	Recording Sec'y (ex-officio)	89 Taylor Street Stamford, CT 06902 wjoseph@nbfacademy.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Lisa Callahan	Education Advocate	Member	290 Beach Road Fairfield, CT 06824 beachmom4.callahan@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Mary Humphries	NBFA Teacher	Member	mhumphries@nbfacademy.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Kevin Knight	Marketing Executive	Member	37 Cranbury Road Norwalk, CT 06851 kknight521@aol.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
David Hunter	Performance Management Consultant	Member	Hunter Consulting LLC Hamden, CT 06518 david@dekhconsulting.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sabita Kanhai	Entrepreneur	Member	3519 Post Road Southport, CT 06890	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

			Sabita@sabitaholisticcenter.com	
Ronelle P. Swagerty	NBFA Leader	CEO/School Director (ex-officio)	31 Country Walk Shelton, CT 06484 rpswagerty@nbfacademy.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
8. Renewal Terms and Corrective Items: Provide an update on terms and conditions established in the charter school's most recent renewal; summarize actions taken and progress data to substantiate efforts to address such terms and conditions of renewal. Please note the chart below is pre-populated to include terms and conditions identified in the school's last renewal resolution.				
Standard/Indicator:	Term or Condition:	Progress Update:		
1.3 School Culture and Climate	Plan to target chronic absenteeism reduction. Plan due to CSDE on September 30, 2015.	To tackle the issue of chronic absenteeism at NBFA, an Attendance Data Team was formed and a plan of action adopted. The team consists of the Head of School, Dean of Student and Family Services, Family Services Coordinator, Data Specialist and the school's Power School administrator. The group meets weekly to review attendance, identify trends and intervene where needed, as outlined in the plan. (See NBFA's Attendance Plan under separate cover).		
1.3 School Culture and Climate	Plan to target suspension rate reduction. Plan due to CSDE on September 30, 2015.	Efforts to reduce NBFA's suspension rate include the adoption of a behavioral management approach that includes Responsive Classroom and Restorative Practices. The two research-based strategies resulted in a 42% reduction in overall suspensions in one year. (See NBFA's Suspension Reduction Plan under separate cover).		
2.2 Financial Management	Updates needed to policies and procedures for routine accounting functions and financial controls.	The Board of Directors, at its March 17, 2015 meeting, voted unanimously to update policies and procedures concerning its accounting functions and financial controls. www.nbfacademy.org		
2.3 Governance and Management	Update board policies for background checks, nepotism and posting public meetings on the school's Web site requirements.	The Board of Directors, at its March 17, 2015 meeting, voted unanimously to update board policies concerning background checks, nepotism and the requirements posting public meetings and minutes on the school's website. www.nbfacademy.org		
2.4 Organizational Capacity	Bureau of Educator Standards and Certification sent a letter to the district on June 19, 2015 regarding Teacher Certification Compliance Report issues.	All teacher compliance reporting issues have been rectified.		
9. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of stewardship, governance, and management (e.g., financial management, technology, school operations). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.				

Although NBFA has had 13 successful audits in its history with no hint of impropriety, the school put in place a number of procedural changes to ensure ongoing efficacy of school operations and sound fiscal management. Specifically, these changes include the handling of credit card purchases and reconciliations; a monthly review of bank statement reconciliations by the board's treasurer; frequent collection of field trip monies by the Operations Manager; and a protocol for the approval of purchases.

PART 4: STUDENT POPULATION

10. Enrollment and Demographic Data: Provide 2014-15 student demographic and enrollment information.

Grades Served:	PK-8	Student Enrollment:	473
% Free/Reduced-Price Lunch:	83%	% Black:	68%
% Special Education:	9%	% Hispanic:	27%
% Limited English Proficiency:	0%	% Caucasian:	4%

2014-15 Enrollment by Grade Level:

PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
42	67	46	70	46	46	42	42	37	35	0	0	0	0	473

11. Enrollment Efforts: Summarize the school's efforts to attract, enroll, and retain a diverse and representative student population, including minority students, low-income students, English learners, and students with disabilities.

With the highest Hispanic population in the school's history (24% this year vs. 15% in 2013), NBFA has experienced a demographic shift among its student body that is reflective of the Bridgeport community. NBFA has also seen an increase in its special education population, with 9% of students receiving services under Individualized Education Plans and another 5% under a 504 plan. Most NBFA students, 91%, qualify for free or reduced-price lunch, an indicator of poverty.

NBFA is in business to serve these special populations and their families well. The school provides a safe, supportive, developmentally appropriate learning environment that meets the individual needs of every student. For students showing exceptionalities, the process involves a referral process and continuum of supportive services. The school's inter-disciplinary SRBI team is made up of teachers, specialists and parents/guardians, who work together to develop necessary interventions to remedy any concerns (e.g. attendance, behavior, social interactions, environmental) that could impede learning.

The home/school collaboration plays a major role in helping NBFA retain its special populations. Staff members make home visits to establish the bridge that fosters a long-term partnership between family members and the school. The relationship facilitates a dialogue wherein family needs are identified and met by NBFA's professional staff and interns or referred out to community-based organizations.

In recent years, New Beginnings Family Academy has increased the number of bilingual teachers and staff to better reflect the community it serves. Currently, 12% of its staff is Spanish-speaking, which aids in communicating effectively with NBFA families.

12. Waitlist Data: Provide waitlist totals below, illustrating demand and community support for the school.

2011-12 Waitlist:	2012-13 Waitlist:	2013-14 Waitlist:	2014-15 Waitlist:
136	103	180	198

13. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of student populations (e.g., family and community engagement, recruitment processes, retention strategies). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

NBFA's family and community engagement strategy begins during the lottery process, when interested families participate in a PowerPoint and Q&A session. At that time, and in subsequent meetings throughout the year, leaders are explicit about what family and community engagement means during the 10-year partnership with NBFA. This includes regular involvement in their child's education via direct communication with teachers, consistent participation in parent/teacher conferences and other school-wide events and policy advocacy on behalf of their children. In 2014-2015, New Beginnings Family Academy parents helped make possible the most aggressive parent advocacy campaign in Connecticut's charter history. Working in partnership with its statewide charter organization, approximately 100 NBFA parents participated in advocacy work at the Capitol and attended pro-education rallies throughout the legislative session. This increased level of parent and communication engagement resulted in a 90.52% favorability rating on the school's annual parent satisfaction survey.




APPENDIX B: STATEMENT OF ASSURANCES

It is imperative that charter schools – as with all other public schools – adopt and uphold the highest ethical and legal standards while delivering excellent academic opportunities for students and their families.

As the authorized representative of New Beginnings Family Academy, to the best of my knowledge, I affirm that:

1. All board members and staff have satisfactorily completed background checks, including a state and national criminal records check and a record check of the Department of Children and Families Child Abuse and Neglect Registry.
2. If applicable, all charter school management organization (CMO) staff members have satisfactorily completed background checks, as described in (1).
3. All contractors, if the nature of the contractor's work entails close proximity to students in the judgment of the Governing Board, have satisfactorily completed background checks, as described in (1).
4. Records of any and all background checks are on file at New Beginnings Family Academy and available for random audit by the Connecticut State Department of Education (CSDE).
5. New Beginnings Family Academy has adopted written anti-nepotism and conflict of interest policies, and that no member or employee of the Governing Board has a personal or financial interest in any asset, real or personal, of the charter school.
6. No board member of New Beginnings Family Academy serves on the board of another charter school or CMO.
7. All public funds received by New Beginnings Family Academy have been, or are being, expended prudently and in a manner required by law.
8. All Governing Board meetings are open and accessible to the public, and that New Beginnings Family Academy has posted, and continues to post, on any Internet website that the Governing Board operates, the schedule, agenda, and minutes of each Governing Board meeting, including any meeting of a subcommittee of the Governing Board.
9. New Beginnings Family Academy does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws.

By signing this Statement of Assurances on behalf of the Governing Board of New Beginnings Family Academy, I acknowledge that I understand the terms contained herein and affirm the validity of each statement to the best of my knowledge. I further understand that New Beginnings Family Academy may be subject to random audit by the CSDE to verify these statements.

Signature: 

Name of Board Chairperson: DAVID C. SCHZAKMAN

Date: 9-30-15

APPENDIX C: 2016-17 PRELIMINARY ENROLLMENT REQUEST

Directions: On an annual basis, charter schools must submit an enrollment request for the following school year. Consistent with C.G.S. § 10-66bb(c), the State Board of Education considers enrollment requests in the context of each school’s charter and record of student achievement.

C.G.S. § 10-66bb(c)(2) places an enrollment cap on the number of students that a state charter school may enroll. However, charter schools with a demonstrated record of achievement may seek a waiver. If the submitted 2016-17 enrollment request requires an enrollment waiver, please specify that below.

1. Complete the table below providing the school’s enrollment and growth history. Submit an enrollment request and growth projections for the upcoming school year.															
School Year:	Actual Enrollment:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2012-13	0	62	47	42	45	45	47	42	36	34					400
2013-14	0	41	66	45	47	44	45	42	37	35					402
2014-15	42	67	46	70	46	46	42	42	37	35					473
2015-16	60	68	68	46	69	41	45	38	32	30					497
School Year:	2016-17 Enrollment Request:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2016-17	54	54	68	68	46	69	41	40	38	32					510
2. Based on the request entered above, is the school seeking a waiver to the enrollment cap described in C.G.S. § 10-66bb(c)(2)?													<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
3. Provide a rationale for the enrollment request, including a synopsis of all relevant assumptions.															
<p>NBFA will request 13 additional seats in 2016-2017. Although this represents a slight increase over 2015-2016 enrollment, it holds steady grade growth and allows for a slight reduction in class sizes in Pre-K and kindergarten. The request assumes withdrawal of five 6th grade students at the end of the year. This is to be expected with the increased charter school offerings in the city. Sophisticated charter parents may opt to enroll their children into other schools of choice that continue through high school. Such movement would allow NBFA to admit new families from its waitlist, which reached approximately 200 students in 2014-2015. The size of teaching staff and administration will not change with an increase in enrollment to 510 students. Thus, future operating expense increases will stem primarily from annual increases in salaries and benefits. Salary increases should approximate no more than 2-3% in the low inflation environment in which NBFA operates. Furthermore, average salary costs of the teaching staff will be controlled by hiring educators at the early stages of their careers and salary levels. The increase in benefit costs will be managed by increasing the contribution percentage which staff will have to pay toward medical and dental coverage. In addition, health insurance cost increases will be limited by establishing a base level of coverage that NBFA will provide and charge employees for the additional cost of any options they choose over and above the base level coverage. Other expense increases should mirror inflation and be controllable.</p>															
4. Summarize the school’s plans to successfully expand and accommodate the needs of the students served (e.g., programming, staffing, facilities, and class size).															

Even though NBFA's facilities are adequate overall, there are pockets of need for improvement such as recreational and performance space. To preserve cash flow for operational needs, NBFA will not commence any capital project for which funding cannot be completely covered by a combination of government grants and private donations.

**NBFA's Attendance Plan
to Target Chronic Absenteeism
2015 - 2016**

- I. Tardiness** – arriving to school after 8:05 a.m.
- A. All tardies are tracked in School Runner
 - B. Tardies become part of each student permanent record
 - C. If the student misses any instruction or work as a result of being Tardy, he/she will have a working lunch in order to make up the work.
- II. Absences**
- A. **Excused Absences:** the first 9 absences can be excused with a parent note, starting with the 10th absence the reason of the absences has to be one of the following:
 - **Personal illness** - Excused with a parent note, up to three consecutive days.
 - **Medical Quarantine or Medically Excused Illness** - A doctor's note that states specific dates covered by the absence is mandatory.
 - **Death of an immediate family member** – A written note, from a relative listed on the emergency form, makes the absence(s) excused.
 - **School Shadow Visits** - with a parent note, 8th grade students may be excused from school to visit and shadow at a high school they are applying to for the following school year. If the shadowing does not last for an entire school day the student is expected to return to school. Students are responsible to notify teacher prior to visit and make up missed work.
 - B. **Unexcused Absences:** all other absences are considered unexcused.
 - C. **Truancy**-“Truant” shall mean children age five and up that have
 - four (4) unexcused absences within one month or
 - ten (10) unexcused absences in a school year.
- III. Consequences:**
- **All absences are tracked in School Runner**
 - **All absences become part of each student's permanent record**
 - **The School will follow the progression of consequences below**
- A. Daily Absence Notification:**
- a. The school will make a reasonable effort to notify the parent/guardian by phone through the automated call system each day a student is absent.

B. Midpoint Warning Notice:

- a. The school will notify the parent/guardian by phone or mail to inform them that the student has reached half of the maximum number of permitted unexcused absences.

C. After the child's fourth unexcused absence in a month or tenth unexcused absence in a school year:

The Student and Family Services Coordinator will arrange a meeting with the parent or guardian of the child who is truant within ten (10) school days after the child's absence. At this meeting, the Student and Family Services Coordinator and an administrator will review the attendance policies with the parent/guardian and discuss the specific absences.

D. After this meeting a referral may be made to the Department of Children and Families (DCF). The Head of School shall bring the child's case to Superior Court under the Families with Service Needs law if the parent guardian fails to:

- a. Attend the required meeting to evaluate why the child is truant.
- b. Cooperate with the school in trying to solve the problem.

Action Plan and Time Line

Goal	Vehicle	Time	Team
Redefine "Chronic Absence" Share effects of ...	Back to School Night	Sep.17 th	Swagerty
Target Proactively Chronic Absentees from the prior year (identify reasons)	Phone calls In person meetings	September	Palazzolo
Track Attendance	Power School	Daily	Mudre
Communicate Data to Parents	Attendance letters	8 Excused absences- mail Excessive Absence Letter home	Barnes
		2 Unexcused in a month or 5 per year - mail Truancy Midpoint Letter- Ebony	Barnes
		4 Unexcused in a month or 10 per year - mail Truancy Notice - request Parent	Compare

		meeting	
Create an attendance data team	In person meetings (share school wide data, communicate attendance data to each teacher, coordinate family outreach)	Bi-weekly	Seymour Mudre Barnes Compare Swagerty Palazzolo
Prepare attendance report for meetings	One report (includes total absences and absences for the month)	Weekly	Seymour
Recognize good attendance	Attendance board (main hallway)	Monthly	Compare
	Morning announcement	Every Monday - best class of the week	Swagerty
	Magnets/stickers for parents	Monthly	Lupinsky Swagerty
Attendance Communication from Teachers	Monthly News Letter	Monthly	Classroom Teachers
	Positive Phone calls	Weekly	Classroom Teachers
	Absence/informational phone calls	As needed	Classroom Teachers

New Beginnings Family Academy
Suspension Reduction Plan
2015-2016

An effective school-wide behavioral management program implemented during the 2014-2015 academic year has already significantly reduced the number of New Beginnings Family Academy ("NBFA") students suspended in the past year by 45% while also positively impacting the number of repeat offenses in the school. Efforts to continue that trend will continue using the research-based Responsive Classroom and Restorative Practices approaches.

The goals of NBFA's approach are to increase empathy among students and decrease infractions leading to suspension. Student behavior reflects a firm foundation in the STRETCH Principles, which apply to all students, staff and teachers. STRETCH stands for self-control, thoughtful, responsible, empathetic, tenacious, conscientious and hard working. That foundation has been enhanced by the school-wide implementation of Responsive Classroom ("RC"), Restorative Approaches and amended suspension policies. Responsive Classroom provides a structure and format that enables teachers to address the social-emotional needs of children while encouraging their active participation in setting rules that govern classroom interactions. RC starts with a morning meeting to discuss a topic of the day and engages each student on an individual level. During regular class, RC promotes differentiated instruction through academic choices for students.

NBFA's suspension policy reflects current research and trends in education. In-school suspensions have been eliminated as Responsive Classroom practices provide a conduit to address issues with students before they escalate. Out-of-school suspension has become more uniform and aligned with levels of infractions and logical consequences. Suspensions, if required, typically result in one day out-of-school as a "cooling" off/reflection period. For any suspension, students are required to engage in a restorative circle upon their return to school. Restorative circles give all students involved (both victim and perpetrator) the opportunity to address the behaviors that led to suspension. All behaviors should have consequences, but NBFA strives to avoid punishing its students. Instead, a consequence progression for recurring behaviors is followed.

Consequence progression for recurring behaviors:

1. **Verbal warning**
2. **Logical Consequence, School Runner** (suggested phone call home)
3. **Logical Consequence, School Runner, phone call home**
4. **Logical Consequence (Teacher Detention 1 is an option), School Runner and Phone call home**
5. **Logical Consequence (Teacher Detention 2 is an option), School Runner and Parent/Teacher Meeting**
6. **Logical Consequence (Teacher Detention 3 is an option), School Runner and Parent/Teacher/Dean Meeting**
7. **Saturday School Detention**
8. **Out of School Suspension.**

For serious incidents which include (fighting, sexual misconduct, stealing, bullying, possession of weapons, possession of controlled substances, vandalism or engagement in pornography) the following will take place:

1. Student will be sent out of the classroom to see an administrator who will assign an appropriate consequence.
2. Teacher will record the infraction in School Runner and will notify the parents.

I. Incidents (as identified by School Runner)

Fighting

Possession of weapons

Sexual misconduct

Possession of controlled substance

Stealing

Vandalism

Bulling

Engagement in Pornography

1. Teacher will record the incident in School Runner.
2. Student will be sent to meet with an administrator who will assign appropriate consequences.

Behaviors vs. Incidents

	Behavior	Incident
Severity Level	Mild to Moderate	Serious
Who handles	Teacher in the classroom	Administrator in the office
Consequence	Follow Consequence Progression	Can vary

NEW BEGINNINGS FAMILY ACADEMY, INC.

INDEPENDENT AUDITOR'S REPORT,
FINANCIAL STATEMENTS,
AND
STATE FINANCIAL ASSISTANCE

JUNE 30, 2014

NEW BEGINNINGS FAMILY ACADEMY, INC.

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Connecticut Society of
Certified Public Accountants

December 18, 2014

Board of Directors
New Beginnings Family Academy, Inc.
184 Garden Street
Bridgeport, CT 06605

Report on the Financial Statements

We have audited the accompanying financial statements of New Beginnings Family Academy, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2014 and 2013, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

VENMAN

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New Beginnings Family Academy, Inc. as of June 30, 2014 and 2013, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 18, 2014, on our consideration of New Beginnings Family Academy, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering New Beginnings Family Academy, Inc.'s internal control over financial reporting and compliance.

Venman & Co. LLC

NEW BEGINNINGS FAMILY ACADEMY, INC.

STATEMENTS OF FINANCIAL POSITION

	June 30,	
	<u>2014</u>	<u>2013</u>
ASSETS		
Cash	\$ 1,490,072	\$ 967,621
Grants receivable	47,996	40,740
Other receivables	153,607	15,092
Due from related party	-	38,504
Prepaid expenses	151,039	80,425
Equipment and leasehold improvements		
Furniture and equipment	806,676	730,963
Leasehold improvements	1,344,650	1,331,903
	<u>2,151,326</u>	<u>2,062,866</u>
Less accumulated depreciation and amortization	<u>1,104,366</u>	<u>1,018,286</u>
Net equipment and leasehold improvements	1,046,960	1,044,580
Construction in progress	115,692	24,028
Interest in net assets of Friends of New Beginnings Family Academy, Inc.	1,942,000	2,069,000
TOTAL ASSETS	<u><u>\$4,947,366</u></u>	<u><u>\$4,279,990</u></u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	\$ 200,329	\$ 42,338
Accrued expenses	392,708	342,397
Deferred revenue	338,568	-
Total liabilities	931,605	384,735
Net assets		
Unrestricted	1,699,595	1,637,352
Temporarily restricted	2,316,166	2,257,903
Total net assets	<u>4,015,761</u>	<u>3,895,255</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$4,947,366</u></u>	<u><u>\$4,279,990</u></u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

NEW BEGINNINGS FAMILY ACADEMY, INC.
STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2014

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Support and revenues			
Federal and state financial assistance	\$ 4,728,910	\$ -	\$ 4,728,910
Contributions			
Cash	487,284	325,602	812,886
Services	43,000	-	43,000
Interest income	286	-	286
Change in interest in net assets of Friends of New Beginnings Family Academy, Inc. (Friends)	-	(10,174)	(10,174)
Loss on disposal of equipment	(1,280)	-	(1,280)
Other	205,444	-	205,444
Total support and revenues	<u>5,463,644</u>	<u>315,428</u>	<u>5,779,072</u>
Net assets released from restrictions			
Restrictions satisfied by distributions from Friends	116,826	(116,826)	
Restrictions satisfied by payments	140,339	(140,339)	-
Total net assets released from restrictions	<u>257,165</u>	<u>(257,165)</u>	<u>-</u>
Total support, revenues and net assets released from restrictions	<u>5,720,809</u>	<u>58,263</u>	<u>5,779,072</u>
Expenses			
Salary and wages	3,345,563	-	3,345,563
Employee benefits	681,086	-	681,086
Payroll taxes	194,654	-	194,654
Legal fees	21,696	-	21,696
Postage and shipping	5,429	-	5,429
Occupancy	328,008	-	328,008
Equipment rental and maintenance	95,439	-	95,439
Travel	14,226	-	14,226
Transportation	22,546	-	22,546
Depreciation and amortization	155,879	-	155,879
Other fees	15,133	-	15,133
Outside services	185,864	-	185,864
Professional fees	65,154	-	65,154
Security	10,623	-	10,623
Insurance	55,771	-	55,771
Testing and evaluation	4,696	-	4,696
Instructional supplies	75,390	-	75,390
Other supplies	4,978	-	4,978
Custodial supplies	14,654	-	14,654
Payroll service	9,071	-	9,071
Food service	233,696	-	233,696
Other activities	10,582	-	10,582
Student activities	29,982	-	29,982
Office	78,446	-	78,446
Total expenses	<u>5,658,566</u>	<u>-</u>	<u>5,658,566</u>
INCREASE IN NET ASSETS	<u>62,243</u>	<u>58,263</u>	<u>120,506</u>
Net assets at beginning of year	<u>1,637,352</u>	<u>2,257,903</u>	<u>3,895,255</u>
NET ASSETS AT END OF YEAR	<u>\$ 1,699,595</u>	<u>\$ 2,316,166</u>	<u>\$ 4,015,761</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

NEW BEGINNINGS FAMILY ACADEMY, INC.
STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2013

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Support and revenues			
Federal and state financial assistance	\$ 4,493,242	\$ -	\$ 4,493,242
Contributions			
Cash	61,500	-	61,500
Services	43,000	-	43,000
Interest income	267	-	267
Change in interest in net assets of Friends of New Beginnings Family Academy, Inc. (Friends)	-	144,267	144,267
Other	176,300	-	176,300
Total support and revenues, net	4,774,309	144,267	4,918,576
Net assets released from restrictions			
Restrictions satisfied by distributions from Friends	88,336	(88,336)	-
Restrictions satisfied by payments	124,028	(124,028)	-
Total net assets released from restrictions	212,364	(212,364)	-
Total support, revenues and net assets released from restrictions	4,986,673	(68,097)	4,918,576
Expenses			
Salary and wages	2,804,650	-	2,804,650
Employee benefits	527,639	-	527,639
Payroll taxes	157,989	-	157,989
Staff recruiting	3,670	-	3,670
Legal fees	6,232	-	6,232
Postage and shipping	3,461	-	3,461
Occupancy	355,182	-	355,182
Equipment rental and maintenance	98,095	-	98,095
Travel	2,526	-	2,526
Transportation	66,428	-	66,428
Depreciation and amortization	142,080	-	142,080
Other fees	11,566	-	11,566
Outside services	161,621	-	161,621
Professional fees	32,197	-	32,197
Security	6,861	-	6,861
Insurance	33,318	-	33,318
Interest	43	-	43
Testing and evaluation	27,030	-	27,030
Instructional supplies	96,029	-	96,029
Other supplies	9,668	-	9,668
Custodial supplies	15,829	-	15,829
Payroll service	9,478	-	9,478
Food service	212,799	-	212,799
Other activities	7,240	-	7,240
Student activities	46,969	-	46,969
Office	71,648	-	71,648
Total expenses	4,910,248	-	4,910,248
INCREASE (DECREASE) IN NET ASSETS	76,425	(68,097)	8,328
Net assets at beginning of year	1,560,927	2,326,000	3,886,927
NET ASSETS AT END OF YEAR	<u>\$ 1,637,352</u>	<u>\$ 2,257,903</u>	<u>\$ 3,895,255</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

NEW BEGINNINGS FAMILY ACADEMY, INC.

STATEMENTS OF CASH FLOWS

	Year Ended June 30,	
	2014	2013
Operating activities		
Increase in net assets	\$ 120,506	\$ 8,328
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation and amortization	155,879	142,080
Loss on disposal of equipment	1,280	-
Decrease in net assets of Friends of New Beginnings Family Academy, Inc.	127,000	157,000
(Increase) decrease in:		
Grants receivable	(7,256)	32,876
Other receivables	(138,515)	3,550
Due from related party	38,504	(38,504)
Prepaid expenses	(70,614)	(37,614)
Increase (decrease) in:		
Accounts payable	157,991	(49,882)
Accrued expenses	50,311	87,995
Deferred revenue	338,568	-
Net cash provided by operating activities	773,654	305,829
Investing activities		
Acquisition of equipment and leasehold improvements	(159,539)	(67,139)
Payments for construction in progress	(91,664)	(24,028)
Cash used by investing activities	(251,203)	(91,167)
Increase in cash for the year	522,451	214,662
Cash at beginning of year	967,621	752,959
CASH AT END OF YEAR	<u>\$ 1,490,072</u>	<u>\$ 967,621</u>
SUPPLEMENTAL CASH FLOW DISCLOSURE		
Cash paid during the year for interest	<u>\$ -</u>	<u>\$ 43</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

NEW BEGINNINGS FAMILY ACADEMY, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

NOTE 1. ORGANIZATION

New Beginnings Family Academy, Inc. (NBFA) is a not-for-profit corporation incorporated under the Nonstock Corporation Act of Connecticut. The Connecticut State Board of Education issued NBFA a charter that permits NBFA to operate a school in Bridgeport, Connecticut. NBFA provides full day kindergarten and grades one through eight, with an emphasis on combining academic standards and promoting a positive self-image. A pre-kindergarten program has been added in the subsequent year. The primary sources of revenue for NBFA are federal and state grants.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

EQUIPMENT AND LEASEHOLD IMPROVEMENTS

Equipment and leasehold improvements are recorded at cost and include expenditures which materially increase values or extend useful lives. Upon disposition or retirement of equipment and leasehold improvements, the cost and related accumulated depreciation or amortization are eliminated from the respective accounts and the resulting gain or loss is included in the statement of activities. Expenditures in the nature of normal repairs and maintenance are charged to operations as incurred.

Depreciation of equipment is provided by the straight-line method over the estimated useful lives of the assets. Amortization of leasehold improvements is provided by the straight-line method over the term of the lease, including renewal option periods anticipated to be exercised.

UNRESTRICTED AND RESTRICTED REVENUE AND SUPPORT

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted, depending on the existence and/or nature of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. However, temporarily restricted contributions received and expended during the same year are recorded as unrestricted support. NBFA has not received permanently restricted funds.

GRANTS RECEIVABLE

Grants receivable are stated at the amount management expects to collect from outstanding balances. This estimate is based on management's assessments of the creditworthiness of its grantors, the aged basis of its receivables, as well as current economic conditions and historical information. The carrying value of grants receivable approximates fair value.

USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

NEW BEGINNINGS FAMILY ACADEMY, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

NOTE 3. CONTRIBUTED SERVICES

NBFA recognizes contributions of services received if they create or enhance nonfinancial assets or require specialized skills and would typically need to be purchased if not provided by donation. General volunteer services do not meet the criteria for recognition in the financial statements; however, substantial numbers of volunteers have donated significant amounts of time to NBFA.

Special education and other services with a fair value of \$43,000 for 2014 and 2013 were received from the City of Bridgeport Board of Education and have been recorded as contribution support with an offsetting expense included as part of outside services.

NOTE 4. TEMPORARILY RESTRICTED NET ASSETS/FRIENDS OF NEW BEGINNINGS FAMILY ACADEMY, INC.

Friends of New Beginnings Family Academy, Inc. (Friends) was formed to function as a supporting organization in furtherance of the activities, programs, and goals of NBFA. NBFA is the sole beneficiary of fund raising activities of Friends and, therefore, records the net operating activities and distributions of Friends in its temporarily restricted net assets.

NBFA does not have influence to such an extent that it can determine the timing and amount of distributions from Friends; therefore, the amounts not transferred are temporarily restricted net assets until distributions are made to NBFA. The temporarily restricted net asset portion related to Friends amounted to \$1,942,000 in 2014 and \$2,069,000 in 2013.

Temporarily restricted net assets were restricted for:

	June 30,	
	2014	2013
Friends of New Beginnings, net assets	\$ 1,942,000	\$ 2,069,000
Pre-kindergarten classrooms	334,503	188,903
Art Program	10,203	-
School Climate Program	29,460	-
Total	<u>\$ 2,316,166</u>	<u>\$ 2,257,903</u>

NOTE 5. CONCENTRATIONS

CONCENTRATION OF SOURCE OF SUPPLY OF LABOR

Certified teachers are members of New Beginnings Education Association which has a contract with NBFA that expires on June 30, 2016.

SOURCE OF REVENUE

NBFA receives a substantial amount of its revenue from various federal and state grants. The loss of these revenue sources could have a material adverse effect on the operations of NBFA.

NEW BEGINNINGS FAMILY ACADEMY, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

NOTE 6. INCOME TAXES

NBFA is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and is not subject to federal and state income taxes; however, it is subject to federal and state tax examinations by the taxing authorities for years ended June 30, 2011 and thereafter.

NOTE 7. LINE OF CREDIT

As of June 30, 2014, NBFA had an unused demand line of credit in the amount of \$500,000 that bears interest at the bank's prime rate plus 1%. The line of credit is secured by substantially all of NBFA's assets and is subject to annual review and renewal.

NOTE 8. LEASE COMMITMENT – RELATED PARTY

NBFA leases its facility from Friends under a non-cancelable operating lease that expires in August 2016 with a renewal option for two additional five year terms. Rent expense for the operating lease amounted to \$116,783 in 2014 and \$114,493 in 2013.

Future minimum lease payments under the operating lease are:

<u>Year Ending June 30,</u>	
2015	\$ 119,119
2016	121,501
2017	<u>20,317</u>
	<u>\$ 260,937</u>

NOTE 9. CONNECTICUT TEACHERS' RETIREMENT PLAN

All certified administrators and teachers participate in the Connecticut Teachers' Retirement System that is administered by the State. The plan requires mandatory contributions by employees of 7.25% of their eligible annual compensation. The State of Connecticut provides the remaining funding of retirement benefits.

NEW BEGINNINGS FAMILY ACADEMY, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

NOTE 10. FEDERAL AND STATE FINANCIAL ASSISTANCE

Revenues from governmental grants consist of:

	<u>Year Ended June 30,</u>	
	<u>2014</u>	<u>2013</u>
<u>State of Connecticut</u>		
State Department of Education		
Charter Schools	\$4,200,000	\$4,069,800
Charter School Building Project and Improvement	104,614	-
Healthy Foods Initiative	5,743	5,178
Child Nutrition State Matching Grant	2,806	2,384
State School Breakfast	3,771	3,888
	<hr/>	<hr/>
Total State of Connecticut	4,316,934	4,081,250
<u>Federal</u>		
U.S. Department of Agriculture		
Passed through the State Department of Education		
School Breakfast Program	61,952	57,479
National School Lunch Program	173,371	185,868
U.S. Department of Education		
Passed through State Department of Education		
Title I - Improving Basic Programs	174,094	164,750
Title II Part A - Teachers	2,559	3,895
	<hr/>	<hr/>
Total Federal	411,976	411,992
	<hr/>	<hr/>
Total Governmental Grants	<u>\$4,728,910</u>	<u>\$4,493,242</u>

NOTE 11. FUNCTIONAL CLASSIFICATION OF EXPENSES

Expenses that can be directly identified with program services or supporting services to which they relate are charged accordingly. Other expenses by function have been allocated between program services and supporting services classifications based upon various criteria. Expenses by function consist of:

	<u>Year Ended June 30,</u>	
	<u>2014</u>	<u>2013</u>
Program services - education	\$4,753,671	\$4,166,439
Supporting services - management and general	904,895	743,809
	<hr/>	<hr/>
	<u>\$5,658,566</u>	<u>\$4,910,248</u>

NEW BEGINNINGS FAMILY ACADEMY, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

NOTE 12. DEFERRED REVENUE/COMMITMENT

Deferred revenue consists of the unexpended grant funds received during the year for the construction of new classrooms; subsequent to year-end NBFA received approximately \$270,000 that represented the remaining amount of the original grants that had been approved in July 2013.

As of June 30, 2014 NBFA had a commitment of \$1,360,000 for the construction of additional classrooms.

NOTE 13. SUBSEQUENT EVENTS

Management has evaluated subsequent events through December 18, 2014, the date that the financial statements were available for issue.

STATE FINANCIAL ASSISTANCE

NEW BEGINNINGS FAMILY ACADEMY, INC.

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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
 FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
 BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN
 ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Venman & Co. LLC
 Certified Public Accountants

December 18, 2014

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 Shelton, Connecticut 06484
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 New Beginnings Family Academy, Inc.
 184 Garden Street
 Bridgeport, CT 06605

Members

Bernhard F. Bruder, CPA

James G. Woods, CPA

Janet Barillari, CPA

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States the financial statements of New Beginnings Family Academy, Inc. (NBFA), which comprise the statement of financial position as of June 30, 2014 and the related statements of activities, and cash flows for the year then ended, and the related notes to financial statements, and have issued our report thereon dated December 18, 2014.

Of Counsel

Russell P. Stockman, CPA

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered NBFA's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of NBFA's internal control. Accordingly, we do not express an opinion on the effectiveness of NBFA's internal control.

Services

- Financial Statements
- Federal and State Tax Compliance
- Income Tax Planning
- Compensation & Benefit Planning
- Banking Relationships
- Investment Alternatives
- Estate Planning & Valuation
- Management Transition
- Mergers & Acquisitions

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Affiliations

- American Institute of Certified Public Accountants
- Connecticut Society of Certified Public Accountants

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether NBFA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts.

However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed an instance of noncompliance that is required to be reported under *Government Auditing Standards*; which is described in the accompanying schedule of findings and questioned costs as item 2014-01.

NBFA's Response to Findings

NBFA's response to the finding identified in our audit is described in the accompanying schedule of findings and questioned costs. NBFA's response was not subjected to auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of NBFA's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering NBFA's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Venman & Co. LLC



INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR STATE PROGRAM; REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND REPORT ON THE SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE REQUIRED BY THE STATE SINGLE AUDIT ACT

Venman & Co. LLC
Certified Public Accountants

December 18, 2014

375 Bridgeport Avenue
Shelton, Connecticut 06484
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Board of Directors
New Beginnings Family Academy, Inc.
184 Garden Street
Bridgeport, CT 06605

Report on Compliance for Each Major State Program

We have audited New Beginnings Family Academy, Inc.'s (NBFA) compliance with the types of compliance requirements described in the Office of Policy and Management's *Compliance Supplement* that could have a direct and material effect on NBFA's major state program for the year ended June 30, 2014. NBFA's major state program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts and grants applicable to its state programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for NBFA's major state program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the State Single Audit Act (C.G.S. Sections 4-230 to 4-236). Those standards and the State Single Audit Act require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major state program occurred. An audit includes examining, on a test basis, evidence about NBFA's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for the major state program. However, our audit does not provide a legal determination of NBFA's compliance.

Opinion on Each Major State Program

In our opinion, NBFA complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major state program for the year ended June 30, 2014.



Members

Bernhard F. Bruder, CPA

James G. Woods, CPA

Janet Barillari, CPA

Of Counsel

Russell P. Stockman, CPA

Services

Financial Statements

Federal and State Tax Compliance

Income Tax Planning

Compensation & Benefit Planning

Banking Relationships

Investment Alternatives

Estate Planning & Valuation

Management Transition

Mergers & Acquisitions

Affiliations

American Institute of
Certified Public Accountants

Connecticut Society of
Certified Public Accountants

Other Matters

The results of our auditing procedures disclosed an instance of noncompliance, which is required to be reported in accordance with the State Single Audit Act and which is described in the accompanying schedule of findings and questioned costs as item 2014-01. Our opinion on the major state program is not modified with respect to this matter.

NBFA's response to the noncompliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. NBFA's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control over Compliance

Management of NBFA is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered NBFA's internal control over compliance with the types of requirements that could have a direct and material effect on the major state program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance for the major state program and to test and report on internal control over compliance in accordance with the State Single Audit Act, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of NBFA's internal control over compliance.

Our consideration of internal control over compliance was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies, and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified a certain deficiency in internal control over compliance that we consider to be a material weakness.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a state program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a state program will not be prevented, or detected and corrected, on a timely basis. We consider the deficiency in internal control over compliance described in the accompanying schedule of findings and questioned costs as item 2014-01 to be a material weakness.

NBFA's response to the internal control over compliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. NBFA's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the State Single Audit Act. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of State Financial Assistance Required by the State Single Audit Act

We have audited the financial statements of NBFA as of and for the year ended June 30, 2014 and have issued our report thereon dated December 18, 2014, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of state financial assistance is presented for purposes of additional analysis as required by the State Single Audit Act and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of state financial assistance is fairly stated in all material respects in relation to the financial statements as whole.

Venman & Co. LLC

NEW BEGINNINGS FAMILY ACADEMY, INC.

SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE

YEAR ENDED JUNE 30, 2014

STATE GRANTOR PASS-THROUGH GRANTOR PROGRAM TITLE	STATE GRANT PROGRAM CORE-CT NUMBER	EXPENDITURES
Department of Education		
Charter Schools	11000-SDE64000-17041	\$ 4,200,000
Charter School Building Project and Improvement	12052-SDE64000-43003	104,614
Healthy Foods Initiative	11000-SDE64000-16212	5,743
Child Nutrition State Matching Grant	11000-SDE64000-16211	2,806
State School Breakfast	11000-SDE64000-17046	3,771
TOTAL STATE FINANCIAL ASSISTANCE		<u><u>\$ 4,316,934</u></u>

NOTE TO SCHEDULE

The accompanying schedule of expenditures of state financial assistance includes state grant activity of New Beginnings Family Academy, Inc. (NBFA) under programs of the State of Connecticut for the fiscal year ended June 30, 2014. The Department of Education of the State of Connecticut has provided financial assistance through grants and other authorizations in accordance with the General Statutes of the State of Connecticut. These financial assistance programs fund the Charter School.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of NBFA conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit entities.

The information in the Schedule of Expenditures of State Financial Assistance is presented based upon regulations established by the State of Connecticut, Office of Policy and Management.

Basis of Accounting

The expenditures reported on the Schedule of Expenditures of State Financial Assistance are reported on the accrual basis of accounting. In accordance with Section 4-236-22 of the Regulations to the State Single Audit Act, certain grants are not dependent on expenditure activity, and accordingly, are considered to be expended in the fiscal year of receipt. These grant program receipts are reflected in the expenditures column of the Schedule of Expenditures of State Financial Assistance.

NEW BEGINNINGS FAMILY ACADEMY, INC.
 SCHEDULE OF FINDINGS AND QUESTIONED COSTS
 YEAR ENDED JUNE 30, 2014

I. SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's opinion issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? yes no
- Significant deficiency(ies) identified? yes none reported
- Noncompliance material to financial statements noted? yes no

State Financial Assistance

Internal control over major programs:

- Material weakness(es) identified? yes no
- Significant deficiency(ies) identified? yes none reported

Type of auditor's opinion issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act? yes no

- The following schedule reflects the major program included in the audit:

STATE GRANTOR AND PROGRAM	STATE CORE-CT NUMBER	EXPENDITURES
Department of Education Charter Schools	11000-SDE64000-17041	<u>\$ 4,200,000</u>

- Dollar threshold used to distinguish between type A and type B programs \$ 200,000

II. FINANCIAL STATEMENT FINDINGS

- There were no findings related to the financial statements for which *Government Accounting Standards* requires reporting.

NEW BEGINNINGS FAMILY ACADEMY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED JUNE 30, 2014

III. STATE FINANCIAL ASSISTANCE FINDINGS AND QUESTIONED COSTS

Finding #2014-01

Criteria and Condition: NBFA must be in compliance with certain provisions of laws, regulations, contracts, and grant agreements. According to the Connecticut Board of Education resolution governing the charter renewal of NBFA teachers and administrators are required to have proper certification in their content areas for the fiscal year ended June 30, 2014.

Context: 2 out of 41 teachers and administrators tested were not certified in their content areas.

Effect: NBFA is not in compliance with local laws.

Cause: Ineffective management review of policies and procedures.

Recommendation: In order to avoid charter revocation, NBFA should ensure that all teachers and administrators are certified in their content areas.

Views of Responsible Officials and Planned Corrective Actions:

Management Response: Management agrees with the finding that uncertified teachers were employed by the school.

Planned Corrective Actions: NBFA has always sought the best individuals to teach its students. To that end, some individuals have been the best fit for the school but need assistance in securing proper certification in the State of Connecticut.

Current status of improperly certified staff:

1. One teacher had a five month gap of being non-certified; she is currently certified.
2. One teacher has passed all examinations and has applied for certification.

NEW BEGINNINGS FAMILY ACADEMY, INC.
SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS
YEAR ENDED JUNE 30, 2014

Finding #2013-01

Condition:

NBFA did not comply with the Connecticut Board of Education resolution governing their charter renewal requiring teachers and administrators to have proper certification in their content areas.

Current Status:

1. Five staff members have resigned.
2. One employee was reassigned to a position which does not require a certification.
3. One teacher was reassigned to teach only the grades for which she is certified.

NEW BEGINNINGS FAMILY ACADEMY

**ACTUAL vs 2014-2015 BUDGET AND 2015-2016 BUDGET vs 2014-2015 ACTUAL
2015-2016**

	BUDGET	ACTUAL	2014-2015
	<u>2014-2015</u>	<u>2014-2015</u>	<u>ACT. vs 2014- 2015 BUD.</u>
INCOME			
Per Pupil	\$ 5,170,000	\$ 5,170,000	\$ -
Titles I to V	177,000	185,135	8,135
Construction Grant	269,516	608,084	338,568
Security Grant	125,063	104,745	(20,318)
State Food Grants	13,355	12,218	(1,137)
City of Bridgeport Services	43,860	48,000	4,140
City of Bridgeport Reimbursement of SPED Salaries	139,444	178,428	38,984
Meal Reimbursements			
Parents	39,050	29,526	(9,524)
Breakfast	67,648	73,426	5,778
Lunch	170,269	177,773	7,504
Snack	50,786	50,131	(655)
Other	1,021	170	(851)
Total Meal Reimbursments	<u>328,774</u>	<u>331,026</u>	2,252
Federal contribution to Internet & telecommunications through USAC Development	18,000	13,271	(4,729)
	805,900	1,187,325	381,425
Student fees, Merchandise, Res. for Meal Reimb.	28,200	10,907	(17,293)
Change in Interest in Friends	(9,600)	(4,000)	5,600
TOTAL INCOME	\$ 7,109,512	\$ 7,845,139	\$ 735,627
EXPENDITURES			
Salaries			
Teachers	1,754,587	1,776,106	21,519
Instructional Assistants	446,944	450,648	3,704
After School Program	87,483	86,516	(967)

Support Services	428,601	379,541	(49,060)
Guest Teachers	81,290	68,546	(12,744)
Maintenance & Cafeteria	166,791	184,062	17,271
Office Support	121,142	129,763	8,621
Administration	806,605	761,028	(45,577)
Total Salaries	<u>3,893,443</u>	<u>3,836,210</u>	<u>(57,233)</u>
Payroll Taxes	236,000	247,567	11,567
Employee Benefits	762,000	802,153	40,153
Depreciation and Amortization	262,631	150,201	(112,430)
Meals			
Breakfast	58,859	65,686	6,827
Lunch	206,938	196,665	(10,273)
Snacks	21,833	50,810	28,977
Total Meals	<u>287,630</u>	<u>313,161</u>	<u>25,531</u>
Subcontractors			
Legal	13,000	1,990	(11,010)
Audit	30,700	28,315	(2,385)
Technology	67,685	67,800	115
E-Rate	5,000	5,000	0
Interns	0	0	0
Pre-K Consultant	10,000	6,250	(3,750)
Other	65,000	56,156	(8,844)
Total Subcontractors	<u>191,385</u>	<u>165,511</u>	<u>(25,874)</u>
Other Purchased Services			
Professional Development	30,000	24,619	(5,381)
Alarm & Fire Systems	10,800	15,419	4,619
City of Bridgeport Services	43,860	48,000	4,140
Transportation	47,125	41,266	(5,859)
Printing and Marketing	9,500	7,057	(2,443)
Travel	14,000	7,802	(6,198)

Field Trips	9,000	5,477	(3,523)
Testing & Evaluation	8,000	3,274	(4,726)
STRETCH Outside Instructors	0	0	0
Curriculum	98,147	80,894	(17,253)
Insurance	56,685	68,675	11,990
Software	24,779	31,257	6,478
Communications	20,500	15,009	(5,491)
Total Purchased Services	<u>372,396</u>	<u>348,749</u>	<u>(23,647)</u>
Facilities			
Rent-School	119,119	119,118	(1)
Electricity	82,328	82,080	(248)
Heat	15,953	13,333	(2,620)
Water	8,193	9,790	1,597
Trash Removal	12,683	10,986	(1,697)
Repairs & Maintenance	43,326	44,519	1,193
Exterminator	1,620	963	(657)
Cleaning Service	96,910	89,746	(7,164)
Landscaping & Snowplowing	23,608	26,080	2,472
Total Facilities	<u>403,740</u>	<u>396,615</u>	<u>(7,125)</u>
Supplies			
Instructional			
Art	3,000	2,694	(306)
Music	300	470	170
Physical Education	2,526	1,291	(1,235)
Library	2,887	2,159	(728)
Pre-K	30,000	29,353	(647)
Classroom/General Supplies	63,621	65,384	1,763
Custodial	15,094	30,197	15,103
Cafeteria	3,994	7,570	3,576
Total Supplies	<u>121,422</u>	<u>139,118</u>	<u>17,696</u>
Other			

Machine Rentals	36,000	37,043	1,043
Interest & Finance Charges	3,000	94	(2,906)
Dues & Subscriptions	9,853	9,347	(506)
Bank Fees	1,165	3,896	2,731
Payroll Service	10,268	14,044	3,776
Staff Recruiting	4,100	4,324	224
Property Taxes	0	860	860
Development Special Event Expenses	99,000	97,127	(1,873)
Student Activities	12,000	17,784	5,784
Staff Activities	5,400	6,004	604
Meetings	2,300	0	(2,300)
Miscellaneous	1,200	3,710	2,510
Total Other	184,286	194,233	8,947

TOTAL EXPENDITURES

6,714,933	6,593,518	(122,415)
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NET INCOME

\$ 394,579	\$ 1,251,621	\$ 858,042
ok	ok	

2014-2015 ACTUAL vs 2014-2015 BUDGET	BUDGET	2015-2016
<u>VARIANCE EXPLANATION</u>	<u>2015-2016</u>	<u>BUD. vs 2014-2015 ACT.</u>
	\$ 5,467,000	\$ 297,000
	185,000	(135)
budget understated in that it should have included revenue deferred from 2013-2014	0	(608,084)
security project only funded at a 78% rate vs a 100% budgeted rate	0	(104,745)
	13,500	1,282
budget underestimated imputed revenue/cost of special services	49,440	1,440
budgeted two salaries, and received reimbursement for salaries and benefits	190,931	12,503
more students qualified for free and reduced meals than budgeted	29,000	(526)
more students qualified for free and reduced meals than budgeted	113,350	39,924
more students qualified for free and reduced meals than budgeted	215,056	37,283
	72,585	22,454
	300	130
	430,291	99,265
budget was an estimate that turned out to be overstated	26,115	12,844
contributions from bi-annual Gala event exceeded expectations	875,000	(312,325)
budget assumed reversal of the reserve for possible clawback of NSLP snack claims, but the reserve remains	9,000	(1,907)
Friends more profitable than budgeted	(9,600)	(5,600)
	\$ 7,236,676	\$ (608,463)
unbudgeted music teacher position filled	1,872,770	96,664
	621,742	171,094
	141,876	55,360

a special ed teacher resigned at end of September and was not replaced	398,193	18,652
one position became a part-time position for a portion of the year to accommodate an FMLA case	76,200	7,654
maintenance overtime due to construction project increased costs over budget	183,446	(616)
	138,511	8,748
two budgeted positions were unoccupied for a portion of the year	844,350	83,322
	4,277,088	440,878
	271,345	23,778
a budgeted reduction of medical insurance rates with a move to a different provider did not take place	905,797	103,644
depreciation of the Pre-K construction project commenced later than budgeted, plus the budget was overstated	185,000	34,799
breakfast in the classroom increased participation rates for breakfast	125,735	60,049
lunch participation lagged budgeted rates	234,279	37,614
the snack budget was understated	75,407	24,597
	435,421	122,260
legal services were tightly controlled resulting in a significant decrease from budget	20,000	18,010
	29,280	965
	78,000	10,200
	5,000	0
	0	0
the Pre-K consulting contract was terminated with one quarter left to run	0	(6,250)
subcontracted instructors for enrichment activities were below budget	60,425	4,269
	192,705	27,194
	43,000	18,381
one time fees relating to construction project were not anticipated in budget	13,419	(2,000)
budget underestimated imputed revenue/cost of special services	49,440	1,440
after school buses were used for fewer days than budgeted	51,220	9,954
budget was overestimated	8,000	943
fewer participants at fewer conferences than budgeted	8,200	398

field trips taken were closer to Bridgeport and fewer in number than anticipated in the budget	7,000	1,523
budget was overestimated	6,000	2,726
	41,505	41,505
one budgeted program not purchased	80,000	(894)
the liability insurance market hardened resulting in higher rates than budgeted	66,648	(2,027)
CyBlock cost not budgeted	27,000	(4,257)
budget was overestimated	16,000	991
	<u>417,432</u>	<u>68,683</u>
	121,501	2,383
	84,000	1,920
	13,800	467
	10,182	392
	13,980	2,994
	45,409	890
	1,608	645
switched to alternate floor refinisher reducing cost to below budget	92,438	2,692
icy winter required multiple sanding and salting of walkways and parking lots	26,341	261
	<u>409,259</u>	<u>12,644</u>
	3,300	606
	1,000	530
	1,800	509
	3,300	1,141
	12,029	(17,324)
	66,105	721
budget was significantly underestimated	29,000	(1,197)
costs to store and distribute leftover food exceeded estimates	5,000	(2,570)
	<u>121,534</u>	<u>(17,584)</u>

	48,000	10,957
budget was based on prior year when certain finance charges had been incurred but did not repeat in 2014-2015	2,000	1,906
	10,000	653
budget did not include line of credit renewal fee	3,910	14
rate increases and increased headcount along with some additional fees to amend quarterly tax filings, none of which was budgeted	14,372	328
	6,324	2,000
	0	(860)
	7,000	(90,127)
special funded poetry performance was not budgeted	14,000	(3,784)
	6,500	496
no separate meetings held	0	0
	3,850	140
	115,956	(78,277)
	7,331,537	738,019
	\$ (94,860)	\$ (1,346,481)
	ok	

n.m.

2015-2016 BUDGET vs 2014-2015 ACTUAL
VARIANCE EXPLANATION

enrollment increases to 497 vs 170 in prior year

Pre-K construction project completed and grant earned in 2014-2015
security project completed and grant earned in 2014-2015

inflationary increase of imputed revenue of special services provided by Bridgeport
increase due to inflationary salary increase and higher salary of replacement teacher

increase in number of free and reduced school lunch participants
increase in breakfast participation rate and in number of enrolled students
increase in lunch participation rate and in number of enrolled students
increase in number of enrolled students

USAC funded increase in number of wireless nodes throughout school
Gala fundraising dinner in 2014-2015 is an every-other-year event

insurance cost increase to outpace increase in lease rental income for Friends

additional Pre-K teacher for additional class and inflationary salary increases
increased staffing to handle enrollment increase and inflationary salary increases
increased staffing to support expansion of program to accommodate more than twice the no. of
students

inflationary salary increases and experience level of staff

inflationary salary increases and full year staffing of 2 positions
less overtime with conclusion of Pre-K construction project in 2014-2015

inflationary salary increases and full year staffing of position open for portion of 2014-2015

increase due to inflationary salary increases and higher portion of staff subject to FICA
medical insurance rate increases coupled with funding for a full 12 mo. Vs actual funding for less
than a full year due to temporary vacancies in 2014-2015

full year impact of depreciation on Pre-K addition

increase in breakfast participation rate and in number of enrolled students
increase in lunch participation rate and in number of enrolled students
increase in number of enrolled students

fees expected to increase with union negotiations occurring in 2015-2016

cost increased with a portion of USAC application that was ineligible for funding

consulting project completed in 2014-2015 and non-recurring
includes fees for curriculum writer

increased SEL, Responsive Classroom and content training
certain fees relating to 2014-2015 construction project will not reoccur
inflationary increase of imputed expense of special services provided by Bridgeport
increased no. of After School days for which buses are required

increase due to higher enrollment and general inflationary cost increases
increase due to higher enrollment and general inflationary cost increases
cost of outside providers of enrichment activities for After School participants

absence of builders risk insurance coverage with completion of Pre-K construction project in 2014-2015

CyBlock internet filter software will not be required with upgrade of server technology

increases in line with lease rate

increases with increased enrollment (one additional pickup per week)

absence of expenses to set up two Pre-Ks in 2014-2015 offset by reduced expense to outfit one new Pre-K classroom

reduced paper towel expense with installation of air hand dryers in all student bathrooms

plastic utensils and paper goods supplied by new food service vendor, reducing NBFA outlay

increased copier lease costs with expiration of existing lease and renewal of replacement machine

budgeted for increased fees of online recruiting tool (either AppliTrack or SchoolSpring)

costs to stage gala event with performer will not repeat in 2015-2016 as it is an every-other-year event

special funded poetry performance in 2014-2015 not budgeted for 2015-2016