

# Summit Academy Transition High School-Cincinnati Board of Directors Agenda

Tuesday, March 6, 2018 | 1660 Sternblock Avenue | Cincinnati, Ohio 45237

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## CALL TO ORDER

## ROLL CALL OF BOARD DIRECTORS

(Cheryl Lee; Jeffery Anderson; Walter Henry; Josephine Howard; Emily Uhl)

## MOTION TO APPROVE MEETING AGENDA

## MOTION FOR THE APPROVAL AND THE SIGNING OF MINUTES

- a. January 16, 2018

## APPROVALS/ADOPTIONS

- a. Approve new compensation policy #371
- b. Re-approve Student Assessment and Academic Services #242
- c. Re-approve Career Advising and Student Success Plan #204.14
- d. Resolution to discuss, acknowledge and review Health and Safety Policies (section #400)
- e. Resolution to "not provide a summer extension program for 2017/2018"
- f. Approval of member to vote at the annual meeting June 2, 2018
- g. Approval of School Board Calendar 2018/2019 school year
- h. Approval of Student Calendar for the 2018/2019 school year

## FINANCIAL APPROVALS

- a. Approve Financial Statements & Reports for December 2017 & January 2018

## COMMITTEE REPORTS

- a. School Director Report
- b. Subcommittee Report
- c. Ambassador Report

## SUMMIT ACADEMY MANAGEMENT REPORT *(Presented by SAM Representative (Karen Combs))*

## OTHER BUSINESS

- a. ESC of Lake Erie West Comments

## ADJOURNMENT

Next Meeting: Monday, May 1, 2018 @ 5800 Salvia Ave. Cincinnati, Ohio



Summit Academy Transition High School - Cincinnati  
BOARD of DIRECTORS  
Minutes of January 16, 2018

DIRECTORS PRESENT: Cheryl Lee, Jeff Anderson, Walter Henry; Josephine Howard;  
Emily Uhl

DIRECTORS ABSENT: Caleb Brunner

ADMINISTRATIVE SUPPORT:

Amber Shaeffer, Treasurer  
Karen Combs, Board Secretary  
Chris Wheeler, Regional Consultant  
Barbara Danforth, CEO

GUESTS: Sign in Sheet attached; ESC of Lake Erie West; Augie Herman

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The meeting was called to order at 4:00 p.m.

Approval of Meeting Agenda

**ACTION:** Motion was made and seconded to approve the meeting agenda. Motion carried by unanimous vote of directors present.

Approval of Meeting Minutes from November 7, 2017.

**ACTION:** Motion was made and seconded to approve the minutes from November 7, 2017. Motion carried by unanimous vote of directors present.

Approval/Adoptions of the following:

**ACTION:** Motion was made and seconded to approve the Treasurer Waiver for 2018/2019 school year. Motion carried by unanimous vote of directors present.

**ACTION:** Motion was made and seconded to table the New Gifts, Grants, and Donations Policy. Motion carried by unanimous vote of directors present.

**ACTION:** Motion was made and seconded to approve the revised Credit Card Policy. Motion carried by unanimous vote of directors present.

**ACTION:** Motion was made and seconded to approve the Resolution for the School Board Secretary (Karen Combs). Motion carried by unanimous vote of directors present.

Treasurer's Report – Amber Shaeffer presented the Statement of Financial Position of (reapproval of September) October and November 2017. A copy of the reports, as well as the bank statement reconciliations will be filed with the minutes.

**ACTION:** Motion was made and seconded to approve the Treasurer's report for the months of (reapproval of September) October and November 2017 as presented. Motion carried by unanimous vote of directors present.

Walter asked a question on foundation payment so much lower. Amber answered by student numbers.

Reports:

School Director's Report – Attached

Subcommittee Report: None

Ambassador Program Committee Report – None Board President equested the marketing report at this time, presented by Terri Mazzotti.

Summit Academy Management Report– A report was given by Barbara Danforth. See attached report. Discussion on Dash Boards and strategic planning.

Other Business:

Discussion on the review and acknowledgement of New Policy #146  
Gifts, Grants, Donations Policy.

Discussion on the review and acknowledgement of New Policy #148.6 Use of credit cards-  
Management Company.

Discussion and presentation of the Food Standards Annual Report.

ESC of Lake Erie West: Augie Herman (attachment). Augie discussed treasure conversation/meeting monthly. Assessments wre given to Augie.

Public Comment: None

Motion was made and seconded to adjourn the meeting.

Respectfully submitted,

Approved,

Karen Combs, Recorder

Caleb Brunner, President

### 371 - Additional Compensation

This policy establishes guidelines for the appropriate utilization of additional compensation in the form of either stipends or supplemental income. In addition, this policy will define the different types of additional compensation and distinguish how each is to be awarded.

#### Definitions

##### Stipend

A stipend is an additional sum of money that is awarded to an employee in relation to a grant. The stipend is for duties performed outside of the normal working hours of the school. The amount, duration, and disbursement of a stipend is governed by the grant itself and administered out of the Curriculum Office. Stipends awarded to non-exempt employees must follow all provisions of the Fair Labor Standards Act (FLSA) in regards to overtime payment. Time and effort logs are required as a tracking mechanism to justify said payments. Some examples of stipend eligible activities include:

- Extended Learning Opportunities
- Building Leadership Team meetings
- Teacher Based Team meetings

##### Supplemental Income

Income that is provided to an exempt employee for performing duties reasonably outside of what would normally be considered within the scope of his/her normal responsibilities. This income is not grant funded and typically encompasses picking up extra duties outside of normal working hours, not necessarily related to his/her job. Tasks falling under the “other duties as assigned” expectations of one’s job description are not subject to supplemental income. Opportunities for supplemental income must be time limited; the duration of which is stated at its outset.

Generally, supplemental income opportunities are limited to a maximum of 90 calendar days though they may be extended with approval of the Chief Human Resources Officer (CHRO). Supplemental income for non-exempt personnel is managed by paying overtime for hours worked in excess of 40 in any week.

See Appendix 317-A

Adopted: February and March 2018



**371-A Additional Compensation Procedure:**

Stipends will be administered by the Curriculum Department and will be subject to the laws and regulations governing the grant(s) that fund them. Time and effort logs will be maintained as documentation that the stipends are being utilized appropriately. The Chief Academic Officer in tandem with the Chief Financial Officer will be accountable for the proper administration of these stipends.

Requests for supplemental income will be administered through the Human Resources Office with the only exception being home based instruction which will run through the Curriculum Office. School Directors, Regional Directors, or any SAM Administration Manager may send a proposal for a supplemental income opportunity to the CHRO. The proposal must include all of the following:

- A brief summary of the tasks involved
- A financial breakdown of the costs associated with the opportunity
- The effective date of the opportunity
- The expected end date of the opportunity
- The particular employee(s) who will partake in the opportunity
- The amount of time expected to be utilized during the opportunity

The CHRO will work in concert with the applicable Chiefs and return a decision on proposals within three (3) business days.



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**Summit Academy Transition High School -Cincinnati**  
**BOARD RESOLUTION**  
**March 6, 2018**

WHEREAS, Summit Academy Transition High School-Cincinnati (IRN #000608) approved the following Policies:

- #242- Student Assessment and Academic Intervention Services
- #204.14- Career Advising and Student Success Plans

Approved by the Board of Directors for Summit Academy Transition High School-Cincinnati.

Signed by: \_\_\_\_\_  
Its: Board President/Representative

Print Name: \_\_\_\_\_

RES:010-17/18



## Student Assessment and Academic Intervention Services

State-Mandated Assessments. The School shall administer State-mandated assessments (e.g., diagnostic assessments and achievement tests) to Students at the times designated by the State Board of Education. The School may, for medical reasons or other good cause, excuse a Student from taking a State-mandated assessment on the date scheduled, but any such assessment shall be administered to such excused Student not later than nine (9) calendar days after the last regularly scheduled test administration date. The School shall annually report to the State Board of Education, not later than June 30, the number of Students who have not taken one or more of the State-mandated assessments.

The Superintendent or his/her designee shall administer State-mandated assessments and submit the assessments to the entity with which the Ohio Department of Education contracts for the scoring of the tests, in accordance with Ohio law.

Diagnostic Assessments are assessments aligned with the Ohio academic content standards and model curriculum designed to measure student comprehension of academic content and mastery of related skills for relevant subject areas. Diagnostic assessments shall be administered by the School at least once annually for grades levels kindergarten through second grade in reading, writing, and mathematics, and for grade three in reading and writing to the following students:

- Any Student who transfers to the School if his/her former school did not administer each applicable diagnostic assessment to the Student in the current school year (must be administered within thirty (30) days from the date of transfer).
- Previously home-schooled Students enrolling at the School will be given a diagnostic assessment in order to determine their appropriate grade level placement.
- Each kindergarten student will complete the readiness assessment. The School shall administer the readiness assessment not earlier than the first day of the school year and not later than November 1 of that year, except that the language and reading skills portion of the assessment must be administered by September 30 of that year.
- As required pursuant to the Third Grade Reading Guarantee. See Policy No. 245, Promotion and Retention Policy.

Recordkeeping. The School shall keep records for each student that include the following:

- A unique state student identification code or student data verification code in accordance with R.C. 3301.0714(D)(2);
- A list or designation of which assessments are required and which assessments are not required;
- A list or designation of which assessments, required or not required, are taken and which assessments are not taken during each assessment administration period;
- A score for each assessment taken, whether required or not required;



- Whether or not each student attained the requisite performance standard designated for each required assessment;
- What, if any, assessments must still be taken;
- Whether or not intervention must be provided; and
- For each test required for graduation, the date passed shall be recorded on the student's transcript. No information regarding a test not passed shall be on the student's transcript.

After the administration of any diagnostic assessment and upon a Parent's request, the School shall provide a Student's completed diagnostic assessment, the results of such assessment, and any other accompanying documents used during the administration of the assessment to the Student's Parent.

Retention. No results from required statewide assessments shall be used as the sole basis for determining whether or not to promote a student from grade to grade, except as specified in the Third Grade Reading Guarantee.

Summer Remediation Services. Instruction will be developed and offered by the School during the summer to any student who failed to score at the proficient level on a third grade reading achievement test or a diagnostic assessment.

Superintendent Duties. The Superintendent, or his/her designee, shall develop an assessment system that includes:

- The administration of state-mandated assessments;
- Regular assessments of student performance;
- Multiple and appropriate assessments that will be used to measure student progress;
- Assessment practices that conform to current professional standards for validity and reliability; and
- Sharing information with parents, students, and the community regarding assessment purposes and results.

The Superintendent, or his/her designee, shall also develop:

- Procedures for using diagnostic assessments to measure student progress in accordance with academic standards;
- A plan for the design of classroom-based intervention services to meet the instructional needs of individual students as determined by the results of the diagnostic assessments;
- Procedures for the regular collection of student performance data; and
- Procedures for using student performance data to evaluate the effectiveness of intervention services and, if necessary, to modify those services.

Students with Disabilities. All identified students with disabilities in the School shall be considered for participation in State-mandated testing. The extent of the student's participation shall be determined by the IEP/504 team. The IEP/504 plan developed for the student must specify the manner in which the student will participate in the state achievement assessments. All students





shall participate in diagnostic assessments except those with significant cognitive disabilities or other disabilities as authorized by the Ohio Department of Education on a case-by-case basis.

This policy shall be reviewed and updated annually.

*R.C. 3301.0710, 3301.0711, 3301.0715, 3313.608, 3313.6012; OAC 3301-13 et seq. and 3301-35 et seq.*

See Policy No. 242.2 Alternate Assessments for Students with Disabilities; Policy No. 245 Promotion and Retention Policy. See Appendix 242.3-A for Individual Student Recordkeeping Chart.

**Approved: January and February 2017**

**Reviewed: March and April 2018**



## 204.14 Career Advising and Student Success Plans

This policy governs the School's plan for advising students on career readiness and shall be reviewed at least once every two years. This policy must be made available-upon request and placed prominently on the School's website.

### I. Definitions

Academic Pathways: A designated and specific plan for secondary and post-secondary coursework, academic programs and/or learning experiences that a student will complete in order to earn a diploma or other related credentials.

Career Advising: An integrated process that helps students understand how personal interests, values and strengths may predict educational and career satisfaction and success and may relate to academic and career goals.

Career Connection Learning Strategies: Grade-level examples linking schoolwork to one or more career fields as defined by the Ohio Department of Education.

Career Fields: Groups of occupations and broad industries based on common characteristics as defined by the Ohio Department of Education.

Career Pathways: An overview of the various career options and the amount of education or training necessary for each option.

Early Warning System: Data indicators that help identify students who are at risk of dropping out of school.

Online Tools: OhioMeansJobs K-12, or another similar tool that provides resources, tools and information for students to determine individual career interests, explore career and education options and develop an individual plan for their future.

Student Success Plan: A formalized process that helps students develop goals and plans for success in their futures. The process is based on strategic activities and reflections in which students discover their interests, explore and evaluate options and make informed decisions.

Successful Transition and Postsecondary Destinations: Acceptance to and enrollment in a postsecondary education or training program at an institution of higher education, without remediation. This includes apprenticeship, cooperative education, certificate, associate, or bachelor's degree; employment in a high-skill, high-wage career field; or, acceptance into the military.

### II. Career Advising Plan

The School shall establish a school wide system of career advising. The School shall train staff to advise students on career pathways, including training and advising students to use online tools.

The School's career advising program:



1. will provide career advising to students in grades 6-12 through a combination of formal scheduled meetings with each student, classroom instruction regarding possible career options and career advice provided by teachers;
2. shall provide grade-level examples linking a student's schoolwork to one or more career fields by consulting the Career Connections Learning Strategies and/or any other career advising source the Principal of the School and/or the Board deems appropriate;
3. shall develop multiple academic pathways through high school that will allow a student to earn a high school diploma, including career technical programs and advanced standing programs;
4. will provide the supports necessary for students to transition successfully from high school to their post-secondary destination, including interventions and services necessary for students who need remediation in mathematics and English language arts; and
5. identify and publicize courses that can award students both traditional academic and career technical credit.

### **III. Documentation of the School's Career Advising Program**

The School shall document the career advising provided to each student for review by the student, the student's parent, and future schools that the student may attend. The School shall not otherwise release any documentation of career advising provided to each student absent the written consent of the student's parent or the written consent of the student if the student is at least eighteen years old.

### **IV. Students At Risk of Dropping Out of High School**

The School shall identify students who are at risk of dropping out using one or more local, research-based methods, such as the Ohio Department of Education Early Warning System or any other method deemed appropriate by the School's Principal or his/her designee or by the Board. The School shall consider the input of teachers and guidance counselors in identifying students at risk of dropping out of school.

Any student identified as at risk shall be provided a Student Success Plan. A Student Success Plan shall address the role of career-technical education, competency-based education, and/or experiential learning, and create a pathway to high school graduation. The School shall offer the student's parent an opportunity to assist in developing the plan. If the student's parent does not participate in the development of the plan, the School shall provide the parent (1) a copy of the Student's Success Plan, (2) a statement of the importance of a high school diploma, and (3) a summary of the academic success pathways available to the student to succeed in graduation.

The School shall provide additional interventions and career advising for students who are identified as at risk of dropping out. Career advising shall be aligned with the student's success plan.

*R.C. 3313.6020.*

See **Appendices 204.14-A** Model Student Success Plan Invitation Letter to Parent and **204.14-B** Model Letter to Parent After Development of Student Success Plan.

Approved: January and February 2017 Reviewed: March and April 2018



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Summit Academy Transition High School - Cincinnati  
BOARD RESOLUTION  
March 6, 2018

WHEREAS, Summit Academy Transition High School - Cincinnati (IRN #000608) recommends that a resolution relating to the discussion, acknowledgement and review of the Health and Safety Policies, section #400 of the Policy Book. (See attached Table of Contents)

**NOW THEREFORE, be it resolved,** that the Governing Board of Summit Academy Transition High School - Cincinnati hereby recognizes the Health and Safety Policies and are updated according the Ohio Revised Codes.

Signed by: \_\_\_\_\_  
Its: Board President/Representative

Print Name: \_\_\_\_\_

Recorder: \_\_\_\_\_

RES:001-17/18



**SECTION 4: HEALTH AND SAFETY POLICIES**

**400 GENERAL HEALTH AND WELFARE**

- 401 Health Services
- 402 Use of Medications Policy
  - 402.1 Care of Students with Diabetes
- 403 Use of Inhaler/Epinephrine Autoinjector
  - 403.1 Procurement of Inhaler/Epinephrine Autoinjector for Emergency Use
- 404 Health Examinations and Immunizations
- 405 Emergency Medical Procedures
- 406 Emergency Medical Authorization
- 407 Control of Communicable Diseases
- 408 Prevention and Control of Non-Casual-Contact Communicable Diseases
- 409 Control of Blood-Borne Pathogens
- 410 Head Lice
- 411 Infectious Disease Policy
- 412 AIDS Policy
- 413 Peanut or Other Food Allergies
- 414 Bed Bug Infestation
- 415 Use of Animals in the Classroom or on School Premises

**420 PERSONAL SAFETY**

- 421 Dangerous Weapons
- 422 Public Conduct on School Property
- 423 Facility Security
- 424 Emergency Preparedness and Evacuation
  - 424.1 Student Suicide
- 425 Use of Equipment
- 426 Accidents to Students
- 427 Visitors, Volunteers and Guests
- 428 Bomb Threat Policy
- 429 Crisis Media Situations

**440 ENVIRONMENTAL HEALTH AND SAFETY**

- 441 OSHA/PERPP Compliance/Risk Reduction Program
- 442 Property, Equipment and Supplies
- 443 Hazard Communication Program
- 444 Toxic Hazards and Asbestos Hazards
- 445 OSHA/Bloodborne Pathogens Exposure Control Plan
- 446 Prevention of Lead Poisoning
- 447 School Emergency Management Plan
- 448 School Health and Safety Network Inspections
- 449 Prior Notification of Pesticide Application

**450 FOOD SAFETY**

- 451 Food Services
  - 451.1 Unpaid Meal Charges
- 452 Free and Reduced-Price Meals



Summit Academy  
SCHOOLS

**Policy Book Table of Contents**

453	Wellness Policy
454	Hand Washing Policy
455	Food Sale Standards Policy



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**Summit Academy Transition High School -Cincinnati  
BOARD RESOLUTION  
March 6, 2018**

WHEREAS, Summit Academy Transition High School-Cincinnati (IRN #000608) will not provide a summer extension program for the 2017/2018 fiscal year.

Approved by the Board of Directors for Summit Academy Transition High School-Cincinnati.

Signed by: \_\_\_\_\_  
Its: Board President/Representative

Print Name: \_\_\_\_\_

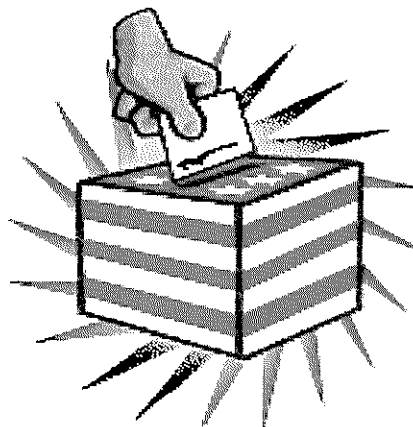
RES:011-17/18

**REPRESENTATIVE TO VOTE AT THE  
ANNUAL MEETING OF THE  
MEMBERSHIP 2018/2019**

**NAME** \_\_\_\_\_

**ALTERNATE**

**NAME** \_\_\_\_\_





**SUMMIT ACADEMY SCHOOLS  
BOARD MEETING SCHEDULE: 2018/2019**

**Meeting Begin @ 4:00P.M.**

Summit Academy Community School – Cincinnati

Summit Academy Transition High School - Cincinnati

*First Tuesday of Every Other Month*

<b>MEETING DATE</b>	
July 10, 2018	1660 Sternblock Avenue Cincinnati, Ohio 45237
September 4, 2018	5800 Salvia Avenue Cincinnati, Oh 45224
November 6, 2018	1660 Sternblock Avenue Cincinnati, Ohio 45237
January 8, 2019	5800 Salvia Avenue Cincinnati, Oh 45224
March 5, 2019	1660 Sternblock Avenue Cincinnati, Ohio 45237
May 7, 2019	5800 Salvia Avenue Cincinnati, Oh 45224

**Second Tuesday due to SAM shut down.**

# THE 2018/2019 STUDENT SCHOOL CALENDAR WILL BE HANDED OUT AT THE MEETING



## Summit Academy Cincinnati Transition

### *I. December and January Treasurer's Report*

#### *a. December:*

- i.* Foundation revenue (line 1) is based on 81.55 FTE's. The budget is based on 85 students at an average of \$15,446.76 per student for the year.
- ii.* Lines 2, 3 and 4 – Actual revenue varies from budget due to timing of claim payments and when they are received. Budget amounts are projected evenly from month to month throughout the year.
- iii.* Retirement benefits (line 14) budget amounts are based on estimates that are provided to the retirement systems months in advance. They do a true up at year end and we either pay the difference or they issue us a check.
- iv.* Repairs and Maintenance (line 25) actual includes repairs to school boiler.
- v.* Education Therapy (line 27) actual cost varies from budget due to budget amounts spread out evenly from month to month.
- vi.* Food Services costs (line 31) actual is breakfast/lunch services for the month of December.
- vii.* Contract Bus Services (line 33) actual includes student transportation for the month of November.
- viii.* Computers\_IT costs (line 37) includes payment to Richard Kevern & Associates for E-Rate Funding.
- ix.* Admin cost (line 44) is the cost of administration expenses, the majority being salaries. For the budget for the fiscal year, this is the number that is used to balance the budget. The monthly budget amount is the fiscal year amount divided by 12. The actual month's amount is the schools portion of the actual costs. This is calculated and allocated by comparing to the amount of foundation received as a part of the whole consortium.

**b. January:**

- i.* Foundation revenue (line 1) this month was for 81.03 FTE's. The budget is based on 85 students at an average of \$15,446.76 per student for the year. Both actual and budget includes amount for half year casino revenue disbursement.
- ii.* Lines 2, 3 and 4 – Actual revenue varies from budget due to timing of claim payments and when they are received. Budget amounts are projected evenly from month to month throughout the year.
- iii.* Retirement benefits (line 14) budget amounts are based on estimates that are provided to the retirement systems months in advance. They do a true up at year end and we either pay the difference or they issue us a check.
- iv.* Repairs & Maintenance (line 25) budget includes an amount for misc building abatement and testing; should it be necessary.
- v.* Curriculum costs (line 26) actual includes 1-year license for IXL Learning, a curriculum software for Math and ELA. Paid for with federal funds.
- vi.* Education Therapy (line 27) actual cost varies from budget due to budget amounts spread out evenly from month to month.
- vii.* Contract Bus Services (line 33) actual includes student transportation for the month of December.
- viii.* Computers\_IT costs (line 37) actual includes payment for yearly internet services provided by NEONET.
- ix.* Admin cost (line 44) is the cost of administration expenses, the majority being salaries. For the budget for the fiscal year, this is the number that is used to balance the budget. The monthly budget amount is the fiscal year amount divided by 12. The actual month's amount is the schools portion of the actual costs. This is calculated and allocated by comparing to the amount of foundation received as a part of the whole consortium.

- c.* All other items were reviewed and no material or significant discrepancies were notated.
- d.* **NOTE: In compliance with HB2 and ORC 3314.024 we will present to your school board at your next board meeting the detailed accounting for your school. This will be in addition to the regular financials for the month of February. In order to meet compliance with the ESCLEW we will have posted this information in the compliance system by the end of March.**

If you have any additional questions, please feel free to contact Amber Shaeffer @ 330-670-8470 ext. 6520 or [amber.shaeffer@summitacademies.org](mailto:amber.shaeffer@summitacademies.org)

**Summit Academy**  
**Cincinnati Transition High**  
**Unaudited Statement of Activities**  
**January 2018**

	FY18		Budget/Actual Variance	Monthly % Variance	Year to Date Actual	FY18 Budget	YTD Budget	Budget/Actual Variance	YTD % Variance	FY18 Budget
	Current Month Actual	Budget								
<b>Revenue</b>										
1 Foundation Revenue	\$ 92,385	\$ 111,323	\$ (18,938)	20%	\$ 718,580	\$ 770,279	\$ (51,699)	7%	\$ 1,317,726	
2 Total Medicaid Revenue	-	2,403	(2,403)	0%	1,688	9,612	(7,924)	-470%	43,359	
3 Total Grants Revenue	5,173	8,214	(3,041)	59%	52,355	65,213	(12,857)	25%	107,182	
4 Total Food Program Revenue	-	3,799	(3,799)	0%	17,924	23,218	(5,294)	30%	42,214	
5 Total Student Fees	394	53	341	-86%	5,237	5,117	120	-2%	5,330	
6 Total Contributions	-	-	-	0%	-	-	-	0%	-	
7 Total Investment Income	-	-	-	0%	-	-	-	0%	-	
8 Total Other Revenue	394	260	134	-34%	2,476	1,300	1,176	-48%	2,339	
<b>9 Total Revenue</b>	<b>\$ 98,346</b>	<b>\$ 126,052</b>	<b>\$ (27,706)</b>	<b>-22%</b>	<b>\$ 798,259</b>	<b>\$ 874,737</b>	<b>\$ (76,478)</b>	<b>-9%</b>	<b>\$ 1,518,150</b>	
<b>10 Management Fees</b>	<b>\$ 98,346</b>	<b>\$ 126,052</b>	<b>\$ (27,706)</b>	<b>-22%</b>	<b>\$ 798,259</b>	<b>\$ 874,737</b>	<b>\$ (76,478)</b>	<b>-9%</b>	<b>\$ 1,518,150</b>	
<b>11 Net Gain (Loss) for the Year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>Expenditures by SAM for each School</b>										
12 Total Salaries and Wages	\$ 58,450	\$ 58,757	\$ 307	-1%	\$ 414,649	\$ 415,920	\$ 1,271	0%	\$ 707,403	
13 Total Payroll Taxes	809	1,412	(603)	-74%	8,913	9,883	(970)	-11%	16,942	
14 Total Retirement Benefits	7,767	9,080	(1,313)	-17%	36,579	63,560	(26,981)	-74%	108,960	
15 Total Insurance Benefits	7,782	10,011	(2,229)	-29%	60,633	70,079	(9,446)	-16%	120,135	
16 Total Payroll Processing	-	-	-	0%	-	-	-	0%	-	
17 Total Staff Recruiting	-	-	-	0%	-	-	-	0%	-	
18 Total Sponsorship Fees	1,208	1,640	(432)	-36%	8,568	11,481	(2,914)	-34%	19,682	
19 Total Staff Training costs	625	292	(333)	53%	3,976	4,305	(329)	-8%	6,306	
20 Total General Travel	281	350	(69)	-24%	1,293	2,860	(1,567)	-121%	4,970	
21 Total Building Lease costs	11,750	11,750	-	0%	82,250	82,250	-	0%	141,000	
22 Total Bldg Utilities	4,051	4,652	(601)	-15%	14,593	16,914	(2,321)	-16%	40,674	
23 Total Bldg Service costs	1,185	1,018	(167)	14%	7,991	7,390	(601)	8%	13,380	
24 Total Copier Costs	495	590	(95)	-19%	4,162	4,130	(32)	1%	7,080	
25 Total Repairs & Maintenance	126	3,955	(3,829)	-3040%	2,455	10,160	(7,705)	-314%	16,935	
26 Total Curriculum costs	2,145	1,017	(1,128)	53%	14,301	13,642	(658)	5%	17,394	
27 Total Education Therapy	17,616	6,937	(10,679)	61%	28,171	37,494	(9,323)	-33%	63,701	
28 Total Martial Arts costs	312	1,064	(752)	-241%	407	2,877	(2,470)	-606%	3,039	
29 Total Meeting Costs	-	750	(750)	0%	553	3,375	(2,822)	-511%	4,875	
30 Total Student Activity cost	24	376	(352)	-1496%	4,646	6,118	(1,473)	-32%	14,080	
31 Total Food Service costs	3,499	3,500	(1)	0%	19,845	18,300	(1,545)	8%	32,600	
32 Total Shirts, Uniform costs	-	-	-	0%	688	1,030	(342)	-50%	1,030	
33 Total Contract Bus Services	2,233	650	(1,583)	71%	11,629	3,900	(7,729)	66%	6,500	
34 Total Insurance_General	-	-	-	0%	5,720	2,689	(3,031)	53%	4,381	

**Summit Academy**  
**Cincinnati Transition High**  
**Unaudited Statement of Activities**  
**January 2018**

	FY18 Current Month		FY18 Year to Date		YTD Budget	Budget/Actual Variance	YTD % Variance	FY18 Budget
	Actual	Budget	Actual	Budget				
35 Total Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
36 Total Professional Services	\$ 315	\$ 1,119	\$ 804	\$ 3,363	\$ 7,576	\$ 4,213	-125%	\$ 10,308
37 Total Computers, IT costs	\$ 744	\$ 280	\$ (464)	\$ 1,978	\$ 11,330	\$ 9,352	-473%	\$ 11,610
38 Total Office Expense	\$ 288	\$ 147	\$ (141)	\$ 2,185	\$ 599	\$ (1,586)	73%	\$ 1,012
39 Total Advertising Expense	\$ 2	\$ 42	\$ 40	\$ 2,115	\$ 452	\$ (1,663)	79%	\$ 1,912
40 Total Development costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
41 Total Other expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
42 Total Depreciation Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
43 Total Interest and Loan Pmts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
44 Total Admin. Cost	\$ 14,898	\$ 11,853	\$ (3,044)	\$ 126,658	\$ 82,974	\$ (43,684)	-53%	\$ 142,241
45 Total Expenses	\$ 136,605	\$ 131,242	\$ (5,363)	\$ 868,320	\$ 891,290	\$ 22,970	3%	\$ 1,518,150
46 Surplus/(Deficit) (before debt)	\$ (38,259)	\$ (5,190)	\$ (70,060)	\$ (16,552)				
47 Debt Payments	\$ -	\$ -	\$ -	\$ -				
48 Surplus/(Deficit)	\$ (38,259)	\$ (5,190)	\$ (70,060)	\$ (16,552)				

**Summit Academy  
Cincinnati Transition High  
Unaudited Statement of Activities  
December 2017**

	FY18										YTD Budget	Budget/Actual Variance	YTD % Variance	FY18 Budget	
	Current Month		Month		Year to Date		FY18		YTD Budget	Budget/Actual Variance					
	Actual	Budget	Budget/Actual Variance	% Variance	Actual	% Variance	Actual	% Variance							
<b>Revenue</b>															
1 Foundation Revenue	\$ 113,589	\$ 109,489	\$ 4,099	-4%	\$ 626,195	\$ 658,956	\$ (32,761)	5%	\$ 1,317,726	\$ 1,317,726	\$ -	0%	\$ 1,317,726		
2 Total Medicaid Revenue	\$ -	\$ 2,403	\$ (2,403)	0%	\$ 1,688	\$ 7,209	\$ (5,521)	327%	\$ 43,359	\$ 43,359	\$ -	0%	\$ 43,359		
3 Total Grants Revenue	\$ 4,159	\$ 8,214	\$ (4,055)	97%	\$ 47,182	\$ 56,999	\$ (9,817)	21%	\$ 107,182	\$ 107,182	\$ -	0%	\$ 107,182		
4 Total Food Program Revenue	\$ 3,874	\$ 3,799	\$ 75	-2%	\$ 17,924	\$ 19,418	\$ (1,495)	8%	\$ 42,214	\$ 42,214	\$ -	0%	\$ 42,214		
5 Total Student Fees	\$ 593	\$ 53	\$ 540	-91%	\$ 4,843	\$ 5,063	\$ (220)	5%	\$ 5,330	\$ 5,330	\$ -	0%	\$ 5,330		
6 Total Contributions	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -		
7 Total Investment Income	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -		
8 Total Other Revenue	\$ 259	\$ 260	\$ (1)	0%	\$ 2,082	\$ 1,040	\$ 1,042	-50%	\$ 2,339	\$ 2,339	\$ -	0%	\$ 2,339		
9 Total Revenue	\$ 122,474	\$ 124,219	\$ (1,745)	-1%	\$ 699,913	\$ 748,685	\$ (48,772)	-7%	\$ 1,518,150	\$ 1,518,150	\$ -	0%	\$ 1,518,150		
10 Management Fees	\$ 122,474	\$ 124,219	\$ (1,745)	-1%	\$ 699,913	\$ 748,685	\$ (48,772)	-7%	\$ 1,518,150	\$ 1,518,150	\$ -	0%	\$ 1,518,150		
11 Net Gain (Loss) for the Year	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -		
<b>Expenditures by SAM for each School</b>															
12 Total Salaries and Wages	\$ 60,842	\$ 58,677	\$ (2,166)	4%	\$ 356,199	\$ 357,164	\$ 965	0%	\$ 707,403	\$ 707,403	\$ -	0%	\$ 707,403		
13 Total Payroll Taxes	\$ 850	\$ 1,412	\$ 562	-66%	\$ 8,104	\$ 8,471	\$ 368	-5%	\$ 16,942	\$ 16,942	\$ -	0%	\$ 16,942		
14 Total Retirement Benefits	\$ 4,802	\$ 9,080	\$ 4,278	-89%	\$ 28,812	\$ 54,480	\$ 25,668	-89%	\$ 108,960	\$ 108,960	\$ -	0%	\$ 108,960		
15 Total Insurance Benefits	\$ 8,892	\$ 10,011	\$ 1,120	-13%	\$ 52,851	\$ 60,068	\$ 7,216	-14%	\$ 120,135	\$ 120,135	\$ -	0%	\$ 120,135		
16 Total Payroll Processing	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -		
17 Total Staff Recruiting	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -		
18 Total Sponsorship Fees	\$ 1,224	\$ 1,640	\$ 416	-34%	\$ 7,359	\$ 9,841	\$ 2,482	-34%	\$ 19,682	\$ 19,682	\$ -	0%	\$ 19,682		
19 Total Staff Training costs	\$ 153	\$ 290	\$ 137	-89%	\$ 3,351	\$ 4,013	\$ 662	-20%	\$ 6,306	\$ 6,306	\$ -	0%	\$ 6,306		
20 Total General Travel	\$ 259	\$ 250	\$ (9)	4%	\$ 1,011	\$ 2,510	\$ 1,499	-148%	\$ 4,970	\$ 4,970	\$ -	0%	\$ 4,970		
21 Total Building Lease costs	\$ 11,750	\$ 11,750	\$ -	0%	\$ 70,500	\$ 70,500	\$ -	0%	\$ 141,000	\$ 141,000	\$ -	0%	\$ 141,000		
22 Total Bldg Utilities	\$ 2,172	\$ 1,977	\$ (195)	9%	\$ 10,542	\$ 12,262	\$ 1,720	-16%	\$ 40,674	\$ 40,674	\$ -	0%	\$ 40,674		
23 Total Bldg Service costs	\$ 607	\$ 1,018	\$ 411	-68%	\$ 6,806	\$ 6,372	\$ (434)	6%	\$ 13,380	\$ 13,380	\$ -	0%	\$ 13,380		
24 Total Copier Costs	\$ 577	\$ 590	\$ 13	-2%	\$ 3,667	\$ 3,540	\$ (127)	3%	\$ 7,080	\$ 7,080	\$ -	0%	\$ 7,080		
25 Total Repairs & Maintenance	\$ 1,500	\$ 1,205	\$ (295)	20%	\$ 2,329	\$ 6,205	\$ 3,876	-166%	\$ 16,935	\$ 16,935	\$ -	0%	\$ 16,935		
26 Total Curriculum costs	\$ 571	\$ 267	\$ (303)	53%	\$ 12,155	\$ 12,625	\$ 470	-4%	\$ 17,394	\$ 17,394	\$ -	0%	\$ 17,394		
27 Total Education Therapy	\$ -	\$ 5,635	\$ 5,635	0%	\$ 10,555	\$ 30,557	\$ 20,003	-190%	\$ 63,701	\$ 63,701	\$ -	0%	\$ 63,701		
28 Total Marital Arts costs	\$ 29	\$ 97	\$ 68	-236%	\$ 96	\$ 1,813	\$ 1,718	-1796%	\$ 3,039	\$ 3,039	\$ -	0%	\$ 3,039		
29 Total Meeting Costs	\$ -	\$ 225	\$ 225	0%	\$ 553	\$ 2,625	\$ 2,072	-375%	\$ 4,875	\$ 4,875	\$ -	0%	\$ 4,875		
30 Total Student Activity cost	\$ 112	\$ 2,133	\$ 2,021	-1807%	\$ 4,622	\$ 5,743	\$ 1,121	-24%	\$ 14,080	\$ 14,080	\$ -	0%	\$ 14,080		
31 Total Food Service costs	\$ 4,297	\$ 3,400	\$ (897)	21%	\$ 16,346	\$ 14,800	\$ (1,546)	9%	\$ 32,600	\$ 32,600	\$ -	0%	\$ 32,600		
32 Total Shirts_Uniform costs	\$ -	\$ -	\$ -	0%	\$ 688	\$ 1,030	\$ 342	-50%	\$ 1,030	\$ 1,030	\$ -	0%	\$ 1,030		
33 Total Contract Bus Services	\$ 2,871	\$ 650	\$ (2,221)	77%	\$ 9,396	\$ 3,250	\$ (6,146)	65%	\$ 6,500	\$ 6,500	\$ -	0%	\$ 6,500		
34 Total Insurance General	\$ 842	\$ 846	\$ 4	0%	\$ 5,720	\$ 2,689	\$ (3,031)	53%	\$ 4,381	\$ 4,381	\$ -	0%	\$ 4,381		

**Summit Academy  
Cincinnati Transition High  
Unaudited Statement of Activities  
December 2017**

	FY18		Budget/Actual Variance	Monthly % Variance	Year to Date Actual	FY18 YTD Budget	Budget/Actual Variance	YTD % Variance	FY18 Budget
	Current Month Actual	Budget							
35 Total Legal Fees	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
36 Total Professional Services	\$ 200	\$ 1,619	\$ 1,419	-710%	\$ 3,048	\$ 6,457	\$ 3,409	-112%	\$ 10,308
37 Total Computers, IT costs	\$ 416	\$ 740	\$ 324	-78%	\$ 1,234	\$ 11,050	\$ 9,816	-795%	\$ 11,610
38 Total Office Expense	\$ 471	\$ 39	\$ (432)	92%	\$ 1,897	\$ 452	\$ (1,445)	76%	\$ 1,012
39 Total Advertising Expense	\$ 2	\$ 42	\$ 40	-2158%	\$ 2,113	\$ 410	\$ (1,703)	81%	\$ 1,912
40 Total Development costs	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
41 Total Other expenses	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
42 Total Depreciation Expense	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
43 Total Interest and Loan Pmts	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
44 Total Admin. Cost	\$ 13,315	\$ 11,853	\$ (1,462)	-12%	\$ 111,760	\$ 71,120	\$ (40,640)	-57%	\$ 142,241
45 Total Expenses	\$ 116,753	\$ 125,448	\$ 8,694	7%	\$ 731,715	\$ 760,048	\$ 28,333	4%	\$ 1,518,150
46 Surplus/(Deficit) (before debt)	\$ 5,720	\$ (1,229)			\$ (31,802)	\$ (11,362)			\$ -
47 Debt Payments	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -
48 Surplus/(Deficit)	\$ 5,720	\$ (1,229)			\$ (31,802)	\$ (11,362)			\$ -





# Educational Service Center of Lake Erie West Community Schools Center Director's Report 2017-2018 School Year

Month: January

Director Name: Steve Geresy

School Name: Cincinnati Summit Academy Transition High School

Management Company: Summit Academy Management

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## Teaching Staff Information

Number of Teachers: 7

Number HQT: 5

Number of Intervention Specialists: 2

Number HQT: 2

Number of Instructional Aides: 2

Number HQT: 0

Names, positions, qualifications, and hire dates of new staff members, if any:

*N/A*

Names, positions, and effective dates of resignations, if any:

*Note: Please remember to change the staff affidavit to reflect any new or resigning staff members.*

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## Student Information

Grades Served: 9-12

Attendance Rate: 90.0 %

Enrollment: 82

Number & Percent on IEPs: 68 / 82.9%

Number on Home Instruction: 4

Number in CRCs (Children's Residential Centers): 0

Students Withdrawn: 2

Due to 105-Hour Rule: 0

Total Students Suspended: 5

Total Students Expelled: 0

Students with IEP's Suspended: 5

Students with IEP's Expelled: 0

Additional Comments:

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## Standards and Instruction

Our English Language Arts teacher has set up a Google Classroom for instructional purposes and has begun to utilize it to increase motivation and engagement as well as develop innovative methods of assessment. I appreciate the effort and leadership that Renee Knab has shown with this implementation.

## Testing and Assessment

List any testing, diagnostics, or assessments administered this month:

Our AimsWeb Plus progress monitoring began this month for Reading and Math. There were no ODE assessments this month. We are currently gearing up for the ACT assessment that begins on February 27, 2018.

Number of students tested using alternative assessments:

There were no assessments in January 2018 for alternatively assessed students.

List interventions offered and the number of students involved in each:

*(Example: After-school tutoring – 11 students; Title I services – 26 students; Tier II & III students)*

Our after school tutoring continued this month with students attending who have a D or F in order to raise their scores with extra guidance from the core subject teachers.

## Corrective Action Plan Update (if applicable)

N/A

## Academic and Non-Academic Goal Update (Attachment 11.6)

Provide updates on the progress of the school's Academic and Non-Academic Goals listed in Attachment 11.6 of the Sponsor Contract

Attendance procedures, utilizing the new ORC guidelines, including daily, hourly and monthly tracking has begun. The Attendance Intervention Team (AIT) held meetings in January 2018. Our attendance was 90% for the month of January.

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## Events

Our Summit Academy Eagles varsity basketball team traveled to West Chester, Ohio on January 16, 2018 to take on the Lakota Christian Academy team. The Eagles experienced their first actual inter-scholastic game. Our team played extremely hard but lost to their undefeated team by the score of 97-49. We were all very proud of their efforts.

On January 23, 2018 junior varsity and varsity team traveled to Liberty Township, OH to participate in a Special Olympics basketball game. The junior varsity won by the score of 33-17. We were very proud of the sportsmanship that our team showed, especially with some of the special needs players on the other team. The varsity had a tough game and ended up winning by the score of 43-30. Again our sportsmanship was evident and both games proved to be an extremely positive educational experience.

Congratulations to Coach Jenkins and Davis!!!

## Time to Brag

Our music department announced that they will be performing the musical "Grease Junior" this spring. Preparations are already underway during the practices and after school rehearsal. "Break A Leg" and kudos to all students involved with this exciting opportunity.

School Choice Activity: From Ashley Jenkins and Michele Carlsen

Our Social Skills Classes did a team building activity working on communication skills and problem solving as a class. There was a competition among classes to see who could keep a balloon in the air the longest. There were guidelines/rules they needed to follow and they needed to come up with a strategy

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for success. In Social Skills we have had multiple conversations about the importance of working together with others even when we don't always "like" someone and this was a demonstration of using those skills. *Everyone chose Summit for a different reason, but we are all here for the same end result.*





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## Governing Authority Board Report Summit Academy Management February/March 2018

### I. School Board Survey

Thank you for your responses to the School Board survey that was sent to you in December. We especially appreciate your suggestions for improving the relationship between the School Boards and the SAM Board and staff. From the survey responses, three themes emerged, we need to (1) Build Trust, (2) Improve Communication, and (3) Redesign School Board Training.

One of the suggestions in the survey was about providing more financial information about individual schools and SAM operations to the School Boards. In response to that suggestion, we have developed a dashboard that will give you a snapshot of key indicators that reflect the success or challenges in each school's operations. The dashboard includes actual enrollment numbers as compared to the goal, the percentage of students on IEPs, average revenue and the per student cost of providing special educational services in the Summit Academy model. The dashboard will have the expense to revenue percentage.

We will continue to consider additional information that we can provide that will enable you to maximize your role as a Board member. If you have any suggestions, for data that you would like, please let us know.

### II. Strategic Plan

We have picked up the pace on the Strategic Plan as we move toward the end of year-1 on the 5 Strategic initiatives, which are as follows:

1. Ensure high-quality Summit Academy educational experience for students, educators, administrators and parents
2. Build a healthy, high performing organization that is reflected by the culture, teams and leadership
3. Establish and implement a sustainable financial model
4. Promote the SAM brand and mission
5. Strengthen the operational infrastructure

A progress report on these initiatives will be sent to you shortly.

### III. Operations/Compliance

Compliance is processing the task list, with 258 items for each school, was issued by ODE for tracking for the 2018/19 school year. Each of our sponsors approaches this in a different way, but by the end of February we are required to review and respond to each item.



## Policy updates

An updated Credit Card policy and a Gifts Grants and Donations policy require School Board approval. Additionally, an "Additional Compensation" policy that defines stipends and other forms of compensation, will need approval.

## Educational Services Center of Lake Erie West (sponsor) News

Seven schools received letters for renewal. Youngstown Elementary and Secondary, Warren Middle/Secondary, Lorain Elementary, Parma, Cincinnati Elementary and Xenia were renewed for periods of 5, 3 and 2 years. Details of the sponsor's analysis of the school performance is expected shortly.

Compliance will work with the School Boards to get the renewal final contracts ready for approval before the end of June. School Boards have the right to have an independent attorney review and make recommendations to this contract, if they choose. Please contact John Guyer Email [jw.guyer@summitacademies.org](mailto:jw.guyer@summitacademies.org) or 330 - 734-8128 if your Board wants to use an attorney, so we may create the purchase order for payment; the Auditor of State requires pre-approval of our operational expenditures.

## IV. Curriculum and Federal Programs

The state has released a new round of competitive grants aimed at improving literacy in the state. The Curriculum, Federal Programs, and Regional teams are all involved in learning about the grants and preparing to submit applications. The state is encouraging individual schools to form consortiums to apply for and to implement the grant activities, which Summit Academy will do.

The Federal Program Administrators have been revising our Comprehensive Continuous Improvement Plans (CCIP) over the last six weeks to reflect the changes created by the recent staff layoffs. They will now begin a review of spending in all federal funds to ensure that schools are on pace to expend all allocated money in a timely fashion.

School Principals and CRC Program Managers will spend two days in Akron at a District Leadership Team meeting on February 7 and 8. We will review leading indicator data for all schools as well as begin planning for enrollment and staffing in school year 2018 – 2019.

## V. HR

We released the findings of our employee survey conducted by Kent State University. To improve the survey's utility, we engaged with Dr. Julie Cremeans-Smith, PhD to scour the vast amounts of narrative data collected by the survey to identify themes on which to focus development efforts. The survey serves as a needs assessment to help us strive towards continuous quality improvement. The results have been shared with the school boards and all SAM employees. We are studying the results and finding key areas where we can devote time and energy to make strategic improvements to the organization.



## VI. Finance

There have been questions about why and how the SAM finances became so fragile over the past year. First, the percentage of students on IEPs fell from an average of 80% to 73%. Twenty-seven percent of our students are need general education; they provide reimbursement of \$6,010. Through the Strategic Plan implementation, committees are analyzing our business model and evaluating options.

Second, we rent some of our school buildings and we have purchased or are purchasing others. During FY18, we have had to pay off loans that had been approved several years ago, totaling \$1,239,432 schools that had balloon payments. Two more balloon payments, totaling \$1,613,792, are due April 2018. We have worked with one of our financing banks, Huntington, to extend for 3 years the term of those two pay offs. In exchange for this loan extension, we have committed to keeping our expenses at 95% or less than total revenue and to maintain specified cash reserves. We appreciate Huntington's cooperation and the opportunity to continue building our sustainability.

We received news on January 11, 2018, from ODE, that our overall State Foundation funding remained consistent, slightly up from an average of \$14,820.20 to \$14,858.55, from December to January. The remainder of the year will still require cautionary spending to meet our obligations and new bank commitments.

Recently, we were advised that our Medicaid reimbursements were being delayed due to new Affordable Care Act regulations regarding documentation of services by therapists.

Moving forward, we must continue to be prudent in making financial decisions. We must also look at our business model and business systems that are currently being utilized. Part of our strategic plan for FY18 is to improve and implement solutions in these areas.