

Discussion Financial Framework – Measures and Measure Targets

Appendix A: Proposed Measures and Measure Targets, which begins on page 2, identifies the measures and measure targets developed by the Financial Framework Subcommittee at its October 11, 2018 meeting.

Average Daily Membership (ADM) Measure

ITEM 1: Based on questions raised at the October 11, 2018 meeting, below please find an example showing how the calculation consideration for “ADM Adjustment” would work for a charter holder that reduced the grade levels served at its charter school.

	FY2015	FY2016	FY2017	FY2018
Grade Levels Served	5-12	5-12	5-12	7-12
Total ADM (All Grades Served)	890.129	879.405	854.558	605.514
Total ADM (5 th and 6 th Grades)	283.37	258.626	260.073	0.000
Adjusted ADM Used for Financial Framework Measure	606.759	620.779	594.485	605.514

ADM Measure Performance – Total ADM			
Annual Percent Change		(1.2%)	(2.8%)
3-Year Average / Rating		(11%) / Below Standard	

ADM Measure Performance – Adjusted ADM			
Annual Percent Change		2.3%	(4.2%)
3-Year Average/Rating		0% / Meets Standard	

In the example above, the charter holder’s financial performance dashboard would reflect a Meets Standard for the performance identified in the “ADM Measure Performance – Adjusted ADM” section.

ITEM 2: During the October 11, 2018 meeting, the Subcommittee directed staff to bring to the next meeting a proposal to include additional disclosure on the financial performance dashboard for the ADM measure in instances where a charter holder entity has multiple charter contracts with the Board and the Board receives audited financial statements that aggregate the financial activities of all the charter contracts. For Subcommittee consideration, the Subcommittee could have Board staff note on the financial performance dashboard for each charter contract the overall ADM performance of the charter holder entity as follows:

Meets Standard	At least two-thirds of the charter contracts individually received a “Meets Standard”
Approaches Standard	More than one-third of charter contracts individually received an “Approaches Standard”, less than one-third of charter contracts individually received a “Below Standard”, or both
Below Standard	More than one-third of charter contracts individually received a “Below Standard”

ACTION REQUESTED

1. Finalize the financial framework’s measures and measure targets.
2. Make a recommendation to the full Board on the adoption of the measures and measure targets for inclusion in the Board’s Financial Performance Framework.

APPENDIX A: PROPOSED MEASURES AND MEASURE TARGETS¹

1. Going Concern

<u>Calculation</u>	Performance rating based on absence or presence of certain disclosure in audit
Measure Ratings	Meets Standard: The most recent audit reporting package does not include explanatory paragraph in Independent Auditor’s Report or disclosure in the notes to the financial statements Below Standard (in one of two ways): 1. Disclosure in Independent Auditor’s Report and financial statement notes <i>(Substantial doubt about charter’s ability to continue is raised and is not alleviated by management’s plans)</i> <u>OR</u> 2. Disclosure in financial statement notes only <i>(Substantial doubt about charter’s ability to continue is raised but is alleviated by management’s plans)</i>
Rating Adjustments	None
Definitions	None
Calculation Considerations	None

2. Default

<u>Calculation</u>	Performance rating based on absence or presence of certain disclosure in audit
Measure Ratings	Meets Standard: Charter holder is not in default on material loans or facility agreements or both Below Standard: Charter holder is in default on material loans or facility agreements or both
Rating Adjustments	None
Definitions	None
Calculation Considerations	None

¹ Defined terms are identified in all capital letters.

3. Unrestricted Days Liquidity

<u>Calculation</u>	(Unrestricted Cash + OTHER SOURCES OF LIQUIDITY) divided by [(Total Expenses – NONCASH EXPENSES)/365]
Measure Ratings	Meets Standard: 30 or more days liquidity Approaches Standard: At least 15 days liquidity but fewer than 30 days liquidity Below Standard: Fewer than 15 days liquidity
Rating Adjustments	None
Definitions	OTHER SOURCES OF LIQUIDITY = Available balances from any sources of liquidity other than cash that are disclosed in the annual audit reporting package and may include, but not be limited to, lines of credit. NONCASH EXPENSES = May include depreciation, amortization and write-offs of loan issuance costs and prepayment penalties.
Calculation Considerations	The unspent Classroom Site Fund balance at June 30 th is considered restricted, and, therefore, is removed to arrive at the charter holder’s Unrestricted Cash.

4. Adjusted Net Income

<u>Calculation</u>	Total Revenues minus (Total Expenses – NONCASH EXPENSES)
Measure Ratings	Meets Standard: Adjusted net income is greater than or equal to \$1 Approaches Standard: Adjusted net income is zero or negative <u>and</u> adjusted net income divided by total revenue is between 0 and negative 4.99 percent Below Standard: Adjusted net income is negative <u>and</u> adjusted net income divided by total revenue is less than or equal to negative 5 percent
Rating Adjustments	None
Definitions	NONCASH EXPENSES = May include depreciation, amortization and write-offs of loan issuance costs and prepayment penalties.
Calculation Considerations	None

5. Lease Adjusted Debt Service Coverage Ratio

Calculation (ADJUSTED NET INCOME + Interest Expense + Facility Lease Expense) divided by (DEBT PRINCIPAL + Interest + Facility Lease Expense)

Measure Ratings **Meets Standard:**
Lease adjusted debt service coverage ratio exceeds 1.10

Approaches Standard:
Lease adjusted debt service coverage ratio is between 1.0 and 1.10

Below Standard:
Lease adjusted debt service coverage ratio is less than 1.0

Rating Adjustments None

Definitions ADJUSTED NET INCOME = See measure 4 on page 2

DEBT PRINCIPAL = Includes principal payments associated with bonds or loans for a charter that purchases its facilities, as well as other long-term loans obtained by a charter holder, and capital leases.

Calculation None

Considerations

6. Average Daily Membership (“ADM”)

Calculation Averages annual percent change in 100th day ADM for the three most recent completed fiscal years

Measure Ratings **Meets Standard (in one of two ways):**

1. Charter holder has increase

OR

2. Charter holder has decrease of:

- SMALL: 4.99% or less
- MEDIUM: 4.99% or less
- LARGE: 2.99% or less

Approaches Standard:

Charter holder has decrease of:

- SMALL: 5% to 14.99%
- MEDIUM: 5% to 14.99%
- LARGE: 3% to 9.99%

Below Standard:

Charter holder has decrease of:

- SMALL: 15% or more
- MEDIUM: 15% or more
- LARGE: 10% or more

Rating Adjustments

- A charter holder’s “Approaches Standard” or “Below Standard” rating on the ADM measure will be increased by one rating category if the charter holder received no “Below Standard” ratings and no more than one “Approaches Standard” rating on the financial framework’s other five measures. Under this scenario, an initial “Approaches Standard” on the ADM measure would become a “Meets Standard” and an initial “Below Standard” would become an “Approaches Standard”.
- A charter holder’s “Approaches Standard” or “Below Standard” rating on the ADM measure will be unchanged if the charter holder received one or more “Below Standard” ratings, two or more “Approaches Standard” ratings or both on the financial framework’s other five measures.

Definitions SMALL = Charter holder with fewer than 200 ADM

MEDIUM = Charter holder with 200 to 599 ADM

LARGE = Charter holder with 600 or more ADM

Calculation Considerations

- *ADM Adjustment* – Board staff will adjust the annual ADM for the fiscal years used in the calculation when a) a school transfers from a multi-school charter contract to its own contract, b) a school operating under a multi-school charter contract closes, or c) the charter holder reduces the grade levels served at its charter school.
- *Second/Third Year Charters* – The targets identified in the “Measure Ratings” section will be applied to charter holders with only two years of ADM available (percent change from year 1 to year 2) or charter holders with three years of ADM available (two-year average).

First-Year and Second-Year Financial Site Visits

FIRST YEAR

Since only one year of ADM data would be available, the ADM measure will not be applicable for first-year charter contracts. Board staff will visit all new schools approved through the new application, replication application or amendment processes in the fall of their first year of operation. Prior to that visit, Board staff

would compare enrollment projects identified in the application or amendment request to the school's estimated count or, if available, actual ADM. During the visit, Board staff would meet with school officials and review documentation to ascertain the school's current financial situation and, if applicable, discuss adjustments made or planned due to lower than projected enrollment.

SECOND YEAR

Schools will be selected for second-year financial visits based on the results of the first-year visit and first-year audit, as well as the school's second-year estimated count or, if available, actual ADM. Any second-year visits would likely occur in the winter of the school's second year after the prior year's audit has been received and reviewed.