

This report is the first in a series of reports that the Consultant (Francie Heim) will submit to Sacramento County Board of Education as part of the contract to provide oversight of the Fortune Charter School.

Summary:

Starting a charter school is never an easy venture, but current budget cuts and cash deferrals make it even more of a challenge.

Based on site visits, multiple meetings, and communication with staff, my observation is that Fortune Charter School has the capacity to be successful and is moving forward with strong leadership (Margaret Fortune), strong fiscal support (Bonnie Bensen), strong operational support (Michelle Grace), and strong site-based instructional leadership (Kiyomi Meeker, Susan Nisonger and Herinder Pegany). A current organization chart is included in the Appendix.

Based on my monitoring activities to date, I have observed the Fortune team is committed to being in compliance with the Memorandum of Understanding (MOU) that is in place between Fortune Charter School and Sacramento County Office of Education. They have been timely and proactive in submission of all required documentation and responsive to all additional requests for information.

Most importantly, teachers in the classroom are dedicated to the success of their students. Teachers spent two weeks prior to the start of school being trained in the culture of Fortune Charter School and the Five Pillars upon which the educational program is based. The academic calendar provides for an intercession break in November. Students who are in need of additional support will be attending classes during this time to ensure their academic success.

Five Pillars

1. High Expectations

Fortune School has high expectations for academic achievement and conduct that are clearly defined, measurable, and make no excuses based on the background of students. Students, parents, teachers, and staff create and reinforce a culture of achievement and support through a range of formal and intrinsic rewards and consequences for academic performance and behavior.

2. Choice and Commitment

Students, their parents, and the staff of Fortune School choose to participate in the program. No one is assigned or forced to attend. Everyone must make and uphold a commitment to the school and to each other and must be willing to put in the time and effort required to achieve success.

3. More Time

Fortune School knows that there are no shortcuts when it comes to success in academics and life. With an extended school day, week, and year, students have more time in the classroom to acquire the academic knowledge and skills that prepare them for competitive colleges, as well as more opportunities to engage in diverse extracurricular experiences.

4. Focus on Results

Fortune School focuses relentlessly on high student performance through standardized tests and other objective measures. Just as there are no shortcuts, there are no exceptions. Students are expected to achieve a level of academic performance that will enable them to succeed in the nation's best colleges and the world beyond.

5. Citizenship

Fortune School trains all students to become leaders and all our staff shall model leadership qualities. Principals are given independent control of staffing and budget decisions. In addition to principals, staff members who demonstrate necessary leadership potential are given responsibilities extending beyond a single classroom. Most importantly, students are given leadership development training and opportunities to practice leadership skills on a daily basis both inside and outside the classroom.

The Appendix contains additional information regarding Fortune Charter School operations and Consultant activities:

- Bell Schedule
- School Year Calendar
- Site Map
- Summary of Consultant site visits
- Updated Organizational Chart

MOU Status

- As noted in the Summary above, Fortune staff have shown a commitment to meeting the terms of the MOU. There were a significant number of key dates in August, September, and October for delivery of documentation to support required MOU activities. As of the current date, Fortune staff have been responsive and have met the requirements of the MOU.
- A specific meeting was held on September 9, 2011 to review the conflict of interest and nepotism requirements of the MOU. Fortune School has restructured its non-profit corporation and management structure, responded to SCOE inquiries, and provided assurances that it is in compliance with the conflict of interest and nepotism requirements of the MOU. As with all elements of the MOU, we will continue to monitor the charter's compliance with these requirements.

Oversight – Consultant Next Steps:

- First Interim Budget review (December and ongoing)
- MOU compliance review (ongoing)
- Periodic site visits as needed
- Student Achievement Data (when available)
- Enrollment Information (ongoing)

- a) Demographic Update
- b) ADA update
- c) Student Entry/Exit Information

Enrollment Information

The student enrollment section of the report is divided into the following areas of interest:

- A.** Total Enrollment
- B.** ADA to date (Average Daily Attendance)
- C.** Student ethnicity/demographics to date
- D.** Recruitment efforts to date

An automated student data system, PowerSchool, is being used and is operational. Fortune Charter School has been able to respond quickly to all requests for data.

A. Enrollment Update as of October 21, 2011

Fortune Charter School Enrollment October 21, 2011			
	Male	Female	Total
k	49	49	98
1	18	7	25
2	12	14	26
3	10	15	25
Total	89	85	174

B. ADA Update as of October 21, 2011

Fortune Charter School ADA as of 10/21/2011							
	Student Gain	Student Loss	Student count on 10/21	Current Waiting List	Days Possible	Days Attended	ADA %
k	106	8	98	0	4,563	4,286	93.9%
1	27	2	25	1	1,205	1,150	95.4%
2	30	4	26	4	1,256	1,202	95.7%
3	28	3	25	0	1,224	1,166	95.3%
Total	191	17	174	5	8,248	7,804	94.6%

C. Data on Student Ethnicity as of October 21, 2011

Enrollment October 21		
American Indian	1	0.57%
Chinese		
Japanese		
Korean		
Vietnamese		
Asian Indian		
Laotian		
Cambodian		
Hmong	2	1.15%
Other Asian	1	0.57%
Hawaiian		
Guamenian		
Samoan		
Tahitian		
Pacific Islander	3	1.72%
Filipino	1	0.57%
Hispanic	37	21.26%
African American	102	58.62%
Caucasian	8	4.60%
Declined		
Unclassified	19	10.92%
Total	174	100.00%

D. Recruitment Events prior to July 12, 2011

(Data provided by Fortune Charter Schools through October 2011)

- Held 18 student enrollment meetings located throughout Sacramento County, including three in Spanish
- Partnered with SETA Head Start locations to feed Kindergarten including:
 - Phoenix Park Head Start
 - Nedra Court Head Start
 - Countrywood Head Start
 - Crossroads Head Start
 - Hopkins Park Head Start
- Kindergarten enrollment fair at Sam Pannell Community Center
- Canvassed and sent direct mail to 60 private preschools and family day care centers

- Advertising and articles in the Sacramento Observer Newspaper
- Weekly radio advertising on *V101*
- Direct mail campaign- 3,800 postcards to 1,900 households of women between the ages of 18 and 35
- Neighborhood canvassing - distributed 3,000 enrollment packets door-to-door
- Faith-based outreach- made church announcements, speeches and held enrollment meetings in ten churches
- Community job fair- held community job fair and presented job opportunities and student enrollment. Received coverage on *KCRA Channel 3*
- Social networking through Facebook and Twitter
- Hung banner signage in the community
- Phone banked 1,000 supporters with volunteers from the National Coalition of 100 Black Women
- On-going distribution of enrollment materials through local hair salons, barbershops, and nail shops
- E-blast campaign through Sacramento Cultural Hub
- Posted information in welfare offices, libraries, community centers, grocery stores
- Partnered with Phoenix Park Activity Center for special enrollment meetings, tabled at Family Fun Day, co-sponsoring upcoming 1st and 2nd grade Enrollment Fair
- Canvassed Juneteenth Celebration, distributing 2,500 flyers using volunteers including teachers and community members
- Delivered speeches and updates at civic organizations including APAPA, ALLC, Black Parallel School Board, Black Child Development Institute College Day, Greater Sacramento Urban League, Lights of Tomorrow, National Coalition of 100 Black Women Scholarship Banquet, Nehemiah Fellows, and St. John's Women's Shelter

Additional Recruitment Events (July 12 through October 2011)

- Enrollment Meetings at local Head Starts/Pre-Schools:
 - Cabrillo Park
 - Phoenix Park
 - Auberry Park
 - Crossroad Gardens
 - Nedra Court
 - Solid Foundation
 - Fruitridge
 - Hopkins Park
 - Parker
 - Whispering Pines
- K-1 Enrollment Fair at Phoenix Park
- United College Action Network (UCAN) mailer to all Sacramento UCAN families/supporters of enrollment meeting flyer, UCAN volunteers provided phone banking to local registered voters, inviting them to enrollment events
- *d'primera mano* Magazine article targeting 30,000 local readers

Facility Details

Location: 6829 Stockton Blvd, Sacramento CA (see appendix for site map)

A lease has been signed and the terms are very favorable for Fortune schools. Fortune has the ability to expand at this site as well.

On August 15, Consultant met with Fortune staff to review the school site prior to the start of school. The facility checklist provided with the MOU was the basis for the review. The school site review criterion was deemed substantially complete. One classroom – the designated cafeteria – required more extensive changes due to the Building Department request to have more bathroom facilities added. All other rooms were modified with paint, carpet, and furniture. On August 15, these rooms were complete and in the final stages of clean-up. Fortune staff made plans to open the school on August 17 with all rooms operational, except the cafeteria. On the subsequent August 25th site visit, all pre-opening facility checklist items were confirmed and conditions met. On August 25th, Consultant observed procedures in place for student drop off in the morning. Strong systems are in place to ensure a safe and orderly start of school. Additional staff are present to greet students and monitor traffic.

On August 16, the Building Department issued a temporary certificate of occupancy to Fortune School. Some additional modifications to restrooms in the the cafeteria area were required. Work was completed and final inspections completed successfully on September 12, 2011 with required paperwork submitted to the County. County turnaround time for issuance of final documents is 6-8 weeks. Fortune will forward the final certificate of occupancy when received from the County.

Based on three separate site visit observations, the overall facility is clean and well maintained. Security systems have been installed. Classrooms are visually appealing and well stocked with necessary furniture and supplies.

Food Service Details

One of the “classrooms” is dedicated as a cafeteria. A warming oven holds the hot lunches delivered daily. A refrigeration unit holds milk and other items. Food service is provided by Revolution Foods (Whole Foods Market subsidiary). The meals are visually appealing, conform to USDA requirements, and consist of high quality ingredients that set nutrition standards to combat childhood obesity, diabetes, and other diet related illnesses. Breakfast, lunch, and snacks are provided. There is a strong emphasis on fresh fruit for snacks.

Budget Status

Fortune Charter School will be providing a first interim budget report by December 15, 2011. This document will provide a more accurate current financial picture. Below is a summary of the budget submitted (July 2011) for the 2011-12 year.

The original budget for 2011-12 was based on 161.50 ADA (Average Daily Attendance). Year to date, ADA is 166, so this major budget element appears to be on track.

Income assumptions do include a \$200,000 federal planning grant in year 1. The planning grant has been approved for \$325,000 in 2011-12 and \$250,000 in 2012-13. The multi-year presentation shows that income exceeds expenditures in each year of operation. 2011-12 projects an ending balance reserve of over 6%. Income and expenditure assumptions appear reasonable.

We always anticipate the December first interim report for any LEA is a more accurate reflection of operations for the year. However, the July budget for Fortune Charter School still appears to be a reasonable reflection of operations to date and indicates a positive certification of fiscal solvency.

		2011-12	2012-13	2013-14
1	Revenue Limit Income	812,345	1,246,742	1,537,784
2	Child Nutrition	121,051	184,483	227,085
3	Federal Grant	200,000	150,000	
4	Categorical Block Grant	66,215	101,270	124,640
5	Categorical Supplement	20,543	31,418	38,669
6	EIA	14,751	14,751	22,560
7	Child Nutrition	12,762	19,518	24,022
8	Lottery		41,630	31,522
9	SB740 Facilities	121,125	185,250	228,000
10	Special Education	67,962	129,878	165,637
11	Food Service	23,640	36,837	45,306
12	After school fees	37,500	75,000	112,500
13	Charter School Loan	250,000		
14	Income	1,747,894	2,216,777	2,557,725
15				
16	Expenditures	1,638,475	2,080,536	2,178,351
17	Income less Expenditures	109,419	136,241	379,374
18	Beg Balance		109,419	245,660
19	Ending Balance	109,419	245,660	625,034
	Reserve for Economic			
20	Uncertainty/contingency	100,292	209,967	331,784
21	Undesignated	9,127	35,693	293,250
22	Reserve as % of Expenditures	6.12%	10.09%	15.23%

FORTUNE SCHOOL BELL SCHEDULES 2011-12

KINDERGARTEN "Early Birds"

Activity	Begin	End	Instructional Minutes/Day	Instructional Minutes/Year
Breakfast (in class)	7:30 a.m.	7:45 a.m.		
Math Calendar	7:45 a.m.	8:15 a.m.	30 minutes	
Language Arts	8:15 a.m.	10:15 a.m.	120 minutes	
Recess/Snack	10:15 a.m.	10:35 a.m.		
Mathematics	10:40 a.m.	12:10 p.m.	90 minutes	
Lunch/PE (Monday-Thursday)	12:10 p.m.	1:10 p.m.		
Lunch/TEAM Mtg. (Friday)	12:10 p.m.	1:10 p.m.		
Science/Social Studies	1:10 p.m.	2:10 p.m.	60 minutes	
Study Hall/Homework Help	2:10 p.m.	2:40 p.m.	30 minutes	
Dismissal: Students must be signed out by parent/guardian (or other authorized adult).		2:45 p.m.		Total: 58,080 minutes

Minimum State of California Instructional Minutes for Kindergarten = 36,000 minutes/year.

KINDERGARTEN "Later Gators"

Activity	Begin	End	Instructional Minutes/Day	Instructional Minutes/Year
Language Arts	8:45 a.m.	10:15 a.m.	90 minutes	
Recess/Snack	10:20 a.m.	10:35 a.m.		
Language Arts	10:40 a.m.	11:10 a.m.	30 minutes	
Mathematics	11:10 a.m.	12:10 p.m.	60 minutes	
Lunch/PE (Monday-Thursday)	12:10 p.m.	1:10 p.m.		
Lunch/TEAM Mtg. (Friday)	12:10 p.m.	1:10 p.m.		
Mathematics	1:10 p.m.	2:10 p.m.	60 minutes	
Science/Social Studies	2:10 p.m.	3:10 p.m.	60 minutes	
Study Hall/Homework Help	3:10 p.m.	3:40 p.m.	30 minutes	
Dismissal: Students must be signed out by parent/guardian (or other authorized adult).		3:45 p.m.		Total: 58,080 minutes

Minimum State of California Instructional Minutes for Kindergarten = 36,000 minutes/year.

Fortune School Academic Calendar



August 17	Opening Day
September 5	Labor Day
October 31- November 4	Student-Led Parent/Teacher Conferences
October 31- November 10	Fall Intersession
November 11	Veteran's Day
November 23 – 25	Thanksgiving Break
December 19 – January 2	Winter Break
January 16	Dr. Martin Luther King, Jr. Day
February 13	Lincoln's Birthday
February 20	Presidents' Day
February 27- March 2	Student-Led Parent/Teacher Conferences
February 27 – March 9	Spring Intersession
March 12 – 16	Spring Break
March 26	Cesar Chavez Day (Observed)
May 1 – 18	STAR Testing
May 28	Memorial Day
June 20	Last Day of School
June 18 - 20	Student-Led Parent/Teacher Conferences

2011 – 2012

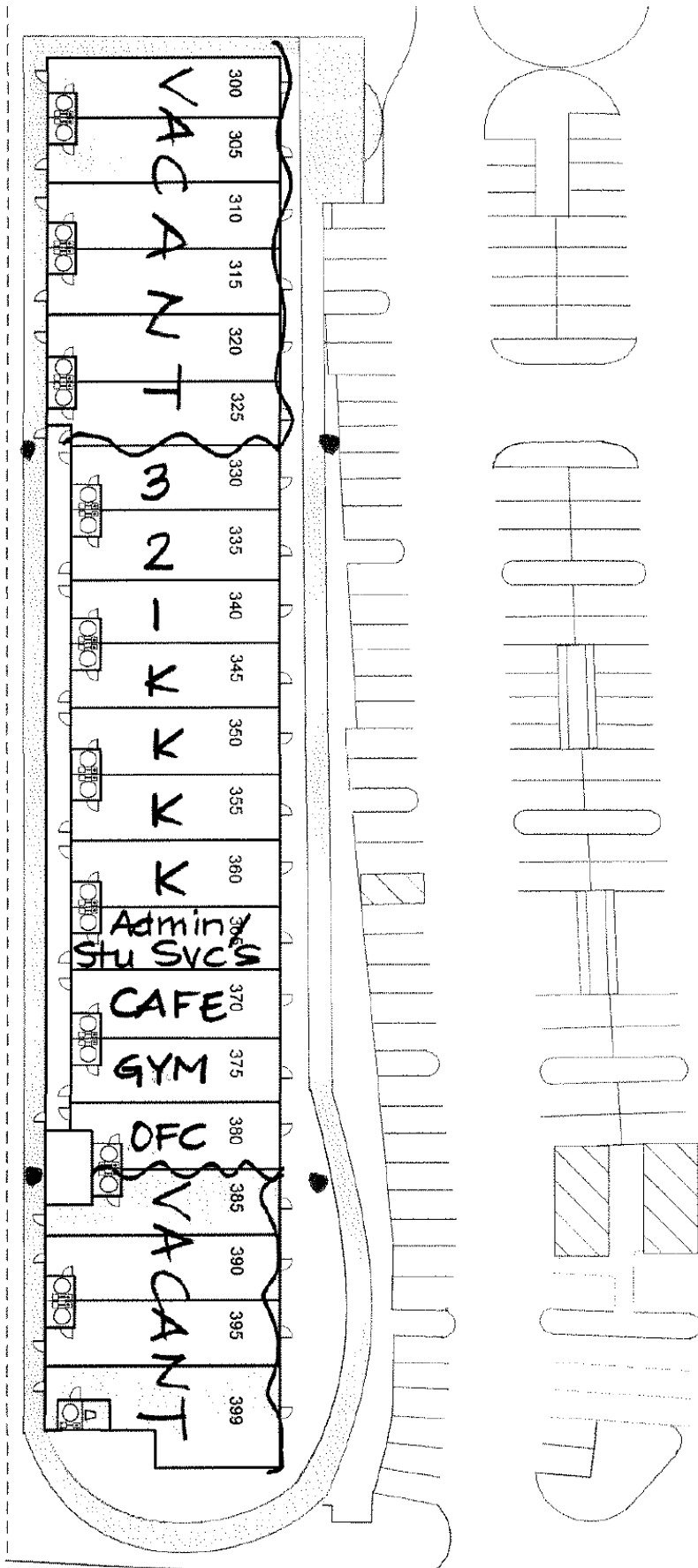
JULY							AUGUST							SEPTEMBER							
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	
					1	2		1	2	3	4	5	6						1	2	3
3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10	
10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
24	25	26	27	28	29	30	28	29	30	31				25	26	27	28	29	30		
31																					

OCTOBER							NOVEMBER							DECEMBER							
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	
						1			1	2	3	4	5						1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10	
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17	
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24	
23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31	
30	31																				

JANUARY							FEBRUARY							MARCH							
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	
1	2	3	4	5	6	7				1	2	3	4						1	2	3
8	9	10	11	12	13	14	5	6	7	8	9	10	11	4	5	6	7	8	9	10	
15	16	17	18	19	20	21	12	13	14	15	16	17	18	11	12	13	14	15	16	17	
22	23	24	25	26	27	28	19	20	21	22	23	24	25	18	19	20	21	22	23	24	
29	30	31					26	27	28	29				25	26	27	28	29	30	31	

APRIL							MAY							JUNE							
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	
1	2	3	4	5	6	7			1	2	3	4	5							1	2
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	
29	30						27	28	29	30	31			24	25	26	27	28	29	30	

*Shaded boxes indicate non-attendance days for students.



Summary of Consultant Contact with Fortune Charter School

Site Visits to Fortune Charter School

August 15	Facility Review prior to start of school on August 17.
August 25	Morning visit. Observation of school drop off procedures, completed facility review, and observation of classroom instruction.
October 17	Afternoon visit. Observation of lunch and physical education, additional facility review, and observation of classroom instruction.

Meetings with Staff (Hurley Way, Fortune offices)

August 1	Met staff and established lines of communication/protocol.
September 9	Met with staff and reviewed issues to date.
Other	Ongoing communication via email with Fortune staff. All requests for information completed in timely and responsive manner.

Education Code Relative to Oversight:

47604.32. Each chartering authority, in addition to any other duties imposed by this part, shall do all of the following with respect to each charter school under its authority:

- (a) Identify at least one staff member as a contact person for the charter school.*
- (b) Visit each charter school at least annually.*
- (c) Ensure that each charter school under its authority complies with all reports required of charter schools by law.*
- (d) Monitor the fiscal condition of each charter school under its authority.*
- (e) Provide timely notification to the department if any of the following circumstances occur or will occur with regard to a charter school for which it is the chartering authority:
 - (1) A renewal of the charter is granted or denied.*
 - (2) The charter is revoked.*
 - (3) The charter school will cease operation for any reason.**
- (f) The cost of performing the duties required by this section shall be funded with supervisorial oversight fees collected pursuant to Section 47613.*

47604.3. A charter school shall promptly respond to all reasonable inquiries, including, but not limited to, inquiries regarding its financial records, from its chartering authority, the county office of education that has jurisdiction over the school's chartering authority, or from the Superintendent of Public Instruction and shall consult with the chartering authority, the county office of education, or the Superintendent of Public Instruction regarding any inquiries.

Appendix



ORGANIZATIONAL CHART

