

Adopted Budgets

	:	2014-2015	2	2013-2014	:	2012-2013	:	2011-2012
Function								
11	\$	3,965,188	\$	5,350,800	\$	5,200,000	\$	5,024,744
13	\$	409,526	\$	300	\$	900	\$	200
21	\$	371,577	\$	-	\$	-	\$	45,000
23	\$	1,441,415	\$	1,938,255	\$	2,000,000	\$	1,484,776
31	\$	449,493	\$	160,000	\$	191,100	\$	15,500
32	\$	154,902	\$	135,000	\$	130,000	\$	99,000
33	\$	250	\$	85,000	\$	78,000	\$	67,000
34	\$	17,900	\$	-	\$	-	\$	24,450
36	\$	31,484	\$	-	\$	-	\$	-
41	\$	1,113,705	\$	725,500	\$	750,000	\$	970,000
51	\$	2,257,400	\$	1,985,800	\$	2,400,000	\$	2,500,000
52	\$	700	\$	1,400	\$	1,050	\$	1,000
53	\$	296,693	\$	101,200	\$	118,000	\$	200,000
61	\$	200						
71	\$	814,000	\$	810,000	\$	817,000	\$	1,120,000
81	\$	6,000						
Total Budget	\$	11,330,433	\$	11,293,255	\$	11,686,050	\$	11,551,670

Function Codes by Definition

11 Instruction	36 Extra/Co-Curricular
13 Curriculum & Staff Development	41 General Administration
21 Instructional Leadership	51 Plant Maintenance & Operations
23 Campus Leadership	52 Security & Monitoring Services
31 Guidance, Counseling & Evaluation Services	53 Data Processing Services
32 Social Work Services	61 Community Services
33 Health Services	71 Debt Service
34 Transportation Services	81 Fund Raising

2014-2015 Superintendent Salary - \$142,728

Winfree Academy Charter School, Inc.

Financial Statements

August 31, 2013 For the year then ended

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CERTIFICATE OF BOARD

Winfree Academy Charter School, Inc. County-District Number: 057-828

We, the undersigned, certify that the attached annual financial reports of the above named charter holder were reviewed and:
iapproveddisapproved
for the year ended August 31, 2013, at a meeting of the board of trustees of such charter holder on the
14th day of January, 2014.
Warme Billering June Humburg
Signature of Board President Signature of Board Secretary
If the board of trustees/directors disapproved of the auditors' report, the reason(s) for disapproving it (is/are):





CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Board of Trustees Winfree Academy Charter School

We have audited the accompanying consolidated financial statements of Winfree Academy Charter School, Inc. ("Winfree Academy") (a nonprofit organization), which comprise the statement of financial position as of August 31, 2013 and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

The Winfree Academy's 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. 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 auditors' 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 auditors consider 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.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Winfree Academy Charter School, Inc. as of August 31, 2013 and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of Winfree Academy in accordance with the requirements established by the Financial Accountability System Resource Guide – Special Supplement – Charter Schools issued by the Texas Education Agency, the required supplemental information has been presented in addition to the basic financial statements. This information has been subjected to the auditing procedures applied to the basic financial statements. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

In accordance with Government Auditing Standards, we have also issued our report dated January 8, 2014, on our consideration of Winfree Academy'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 and should be considered in assessing the results of our audit.

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise Winfree Academy's financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, Audit of States, Local Governments, and Non-Profit Organizations, and is not a required part of the financial statements. The schedule of expenditures of federal awards is the responsibility of management and was derived from and relate 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 information is fairly stated in all material respects in relation to the financial statements as a whole.

Dallas, Texas January 8, 2014

Statement of Financial Position As of August 31, 2013

Assets

Current assets		
Cash and cash equivalents	\$	1,918,892
Certificates of deposit		329,137
Due from State	_	350,445
Total current assets	-	2,598,474
Other assets		
Depreciable assets		9,527,675
Less accumulated depreciation		(2,967,135)
Depreciable assets, net	-	6,560,540
Rent deposits		80,232
Other assets		50,000
Total other assets	-	6,690,772
Total assets	\$ _	9,289,246
Liabilities and Net Assets		
Current liabilities		
Payroll withholdings payable	\$	66,301
Accrued wages payable		279,318
Accrued payroll taxes		5,460
Current portion of long-term debt		95,000
Total current liabilities	-	446,079
Long-term debt	-	7,905,000
Total liabilities	-	8,351,079
Net assets		
Unrestricted		938,167
Temporarily restricted		-
Total net assets	-	938,167
Total liabilities and net assets	\$	9,289,246

The accompanying notes are an integral part of these financial statements.

Statement of Activities For the year ended August 31, 2013

			Unrestricted	_	Temporarily Restricted		Total
Revenues		_		_		_	_
Local sup	port:						
5742	Interest and other income	\$	1,083	\$	-	\$	1,083
5743	Rent income		6,600		-		6,600
5749	Other revenues - local sources	_	15,725	_	<u> </u>	_	15,725
	Total local support	-	23,408	_	-	-	23,408
State pro	gram revenues:						
5812	Foundation school program		-		10,656,210		10,656,210
5829	State program revenues distributed by the TEA	_		_	703,474	_	703,474
	Total state program revenues	_	-	-	11,359,684	_	11,359,684
Federal p	program revenues:						
5929	ESEA, Title X, Part C - Homeless Children		-		23,721		23,721
5929	IDEA - B Formula	_			219,497		219,497
	Total federal program revenues	_	-	_	243,218	_	243,218
	Net assets released from restrictions	_	11,602,902	_	(11,602,902)	-	
	Total revenues	-	11,626,310	-	•	-	11,626,310
Expenses							
Program	services:						
11	Instruction		5,697,945		-		5,697,945
<i>23</i>	School leadership		2,026,693		-		2,026,693
Support	services:		•				
31	Guidance, counseling and evaluation services		189,370		-		189,370
32	Social work services		128,982		-		128,982
33	Health services		76,252		-		76,252
34	Transportation		8,730		-		8,730
41	General administration		733,237		-		733,237
51	Plant maintenance and operations		2,316,417		-		2,316,417
53	Data processing services		110,675		-		110,675
71	Debt service	_	731,650	-	-	_	731,650
	Total expenses	_	12,019,951	-	<u>-</u>	-	12,019,951
Change in ne			(393,641)		-		(393,641)
Net assets, b	eginning of year	_	1,331,808	-	-	-	1,331,808
Net assets, e	nd of year	\$_	938,167	\$_	•	\$_	938,167

Statement of Cash Flows For the year ended August 31, 2013

Cash flows from operating activities		
Change in net assets	\$	(393,641)
Adjustments to reconcile change in net assets to net		
cash used by operating activities		
Depreciation expense		440,472
Decrease in funds due from Federal agencies		156,524
Decrease in other receivables		23,823
Increase in other assets		(788)
Decrease in payroll withholdings payable		(14,656)
Increase in accrued payroll taxes		1,079
Increase in wages payable		3,086
Net cash provided by operating activities	_	215,899
Cash flows from investing activities		
Net maturities of certificates of deposit		273,905
Payments for depreciable assets		(39,156)
Net cash provided by investing activities	_	234,749
Cash flows from financing activities		
Payments of long-term debt		(85,000)
Net cash used by financing activities	_	(85,000)
Net increase in cash and cash equivalents		365,648
Cash and cash equivalents at beginning of year	_	1,553,244
Cash and cash equivalents at end of year	\$_	1,918,892
Supplemental disclosures of cash flow information: Cash paid during the year for: Interest	\$_	731,650
Income taxes	\$_	-

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements

1. Summary of Significant Accounting Policies

Nature of activities

Winfree Academy Charter School, Inc. ("Winfree Academy") is an open enrollment charter school serving at risk students at six campus locations in North Texas. Winfree Academy is supported primarily through state foundation school program act entitlements, donor contributions, and Federal grants. Approximately 98 percent of Winfree Academy's support for 2013 came from state entitlements. Winfree Academy does not conduct any other charter or non-charter activities.

Basis of presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles. Net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of Winfree Academy and changes therein are classified and reported as follows:

Unrestricted net assets - Net assets that are not subject to donor-imposed stipulations or net assets subject to donor-imposed restrictions that have been met by Winfree Academy within the same year received. State and federal revenues are reported as unrestricted net assets because it met all state and Federal restrictions in the same reporting period and this accounting treatment has been applied consistently from period to period.

Temporarily restricted net assets - Net assets subject to donor-imposed stipulations that may or will be met, either by actions of Winfree Academy and/or the passage of time. When a restriction is met in the year following receipt, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Contributions

Contributions, including unconditional promises to give, are recorded as made. All contributions are available for unrestricted use unless specifically restricted by the donor. Conditional promises to give are recognized when the conditions on which they depend are substantially met. Unconditional promises to give, due in the next year, are recorded at their net realizable value. Unconditional promises to give, due in subsequent years, are reported at the present value of their net realizable value, using risk-free interest rates applicable to the years in which the promises are to be received.

Cash equivalents

Cash equivalents consist of short term, highly liquid investments which are readily convertible into cash within ninety (90) days of purchase.

Certificates of Deposit

Winfree Academy invests excess funds in certificates of deposit from a financial institution. The maturity term of the investments was 319 days each. All certificates of deposit matured on September 25, 2013.

Functional allocation of expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Notes to Financial Statements

1. Summary of Significant Accounting Policies (continued)

Estimates

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

Compensated absences

Compensated absences cannot be reasonably estimated and are therefore recorded at cost when paid.

Depreciable assets

Depreciable assets are stated at cost or at estimated fair value at the date of gift. Donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Winfree Academy capitalizes all expenditures for depreciable assets greater than \$5,000. Depreciation is provided using the straight-line method over estimated useful life of the assets.

Income taxes

Winfree Academy is exempt from Federal income taxes under Internal Revenue Code Section 501(c)(3) and therefore has made no provision for Federal income taxes in the accompanying financial statements. In addition, Winfree Academy has been determined by the Internal Revenue Service not to be a private foundation within the meaning of Section 509(a) of the Internal Revenue Code.

Winfree Academy is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. Management believes it is no longer subject to income tax examinations for years prior to September 1, 2009.

Date of Management's Review

Subsequent events were evaluated through January 8, 2014, which is the date the financial statements were available to be issued.

2. Due from Grantor Agencies

As of August 31, 2013, Winfree Academy had earned the following revenues which were not received until after the end of the fiscal year:

Foundation entitlements \$ 310,520 Federal grants \$ 39,925

Total \$_350,445

Notes to Financial Statements

3. Depreciable Assets

The following is a summary of property and equipment as of August 31, 2013:

	Beginning <u>Balance</u>	<u>Additions</u>	Recla <u>Retirer</u>	•	Ending <u>Balance</u>
Buildings and improvements	\$ 8,938,140	\$ 39,156	\$	-	\$ 8,977,296
Furniture and equipment	330,202	-		-	330,202
Vehicles	220,177				220,177
Total	\$ 9,488,519	\$ 39,156	\$		\$ 9,527,675
Less: accumulated depreciation	2,526,663	440,472	*		2,967,135
Capital assets, net	\$ 6,961,856	\$(401,316)	\$	-	\$ 6,560,540

^{*}Depreciation expense for the year ended August 31, 2013 was \$440,472.

4. Leases

Winfree Academy leases space and office equipment under non-cancellable operating leases with varying expiration dates between March 2013 and August 2023.

Minimum annual rental commitments at August 31, 2013, are as follows:

2014	\$ 1,052,774
2015	943,310
2016	711,328
2017	562,925
2018	551,685
Thereafter	<u>2,668,903</u>
Total minimum lease commitments under	
non-cancellable operating leases	<u>\$ 6,490,925</u>
Total rent expense during 2013	<u>\$ 1,010,012</u>

Notes to Financial Statements

5. Long-term Debt

Long-term debt consists of Series 2009 Education Revenue Bonds. The bonds mature at various dates through August 15, 2038. The bonds are secured by certain real and personal property and bear a 9% interest rate. Interest is paid each August 15th.

Long-term debt activity for the year ended August 31, 2013 was as follows:

	Beginning Balance	Additions	-	Reductions	Ending Balance	 Amounts Due Within One Year	_
Bonds payable	\$ 8,085,000	-	\$	85,000	\$ 8,000,000	\$ 95,000	

Presented below is a summary of bond payment requirements to maturity:

Year ended August 31,	Principal	Interest	Total Requirements
2014	\$ 95,000	\$ 720,000	\$ 815,000
2015	105,000	711,450	816,450
2016	110,000	702,000	812,000
2017	120,000	692,100	812,100
2018	135,000	681,300	816,300
2019-2023	870,000	<i>3,202,650</i>	4,072,650
2024-2028	1,340,000	<i>2,733,300</i>	4,073,300
2029-2033	2,060,000	2,011,950	4,071,950
2034-2038	3,165,000	903,150	4,068,150
	\$ 8,000,000	\$ 12,357,900	\$ 20,357,900

6. Contingent Liabilities

Winfree Academy participates in numerous programs that are subject to audit by the Texas Education Agency (the "TEA") and various Federal audit agencies. These programs have complex compliance requirements, and should State or Federal auditors find areas of substantial noncompliance, those funds may be subject to refund if so determined by administrative audit review.

During the course of the 2012-2013 fiscal year, the TEA concluded an investigation of the finances and operations of Winfree Academy. Although the findings of the investigation did not significantly affect the financial statements of Winfree Academy, management is currently implementing corrective action plans regarding revisions to its operating and financial policies and procedures.

Notes to Financial Statements

7. Concentration of Credit Risk

Winfree Academy maintains cash and cash equivalents at financial institutions in excess of federally insured limits.

8. State Foundation Program Revenue

Charter schools in the State of Texas participate in the State foundation program. Under this program, each charter school is entitled to receive these revenues based upon student enrollment and average daily attendance. Each charter school is required to file enrollment and attendance reports at the close of each six weeks reporting period, and at the close of the year, actual attendance is calculated by the TEA and the attendance reports are subject to audit by the TEA and final State foundation program earnings may be adjusted as a result of any such audit. During the period ended August 31, 2013, the Academy was paid \$10,736,853 of State foundation program funds. Winfree Academy recorded a receivable totaling \$310,520 as of August 31, 2013 for instructional day accruals and foundation allotment adjustments recorded after the period end. The receivable at the beginning of the year was \$391,163. Therefore, Winfree Academy has recognized \$10,656,210 in revenue from the State foundation program for the period ending August 31, 2013.

9. Retirement Benefits

Plan Description – Winfree Academy contributes to the Teacher Retirement System of Texas (the "System"), a public employee retirement system. It is a cost-sharing, multiple-employer defined benefit pension plan with one exception; all risks and costs are not shared by Winfree Academy, but are the liability of the State of Texas. The System provides service retirement and disability retirement benefits, and death benefits to plan members and beneficiaries. The System operates under the authority of provisions contained primarily in Texas Government code, Title 8, Public Retirement Systems, Subtitle C, Teacher Retirement System of Texas, which is subject to amendment by the Texas Legislature. The System's annual financial report and other required disclosure information are available by writing the Teacher Retirement System of Texas, 1000 Red River, Austin, Texas 78701-2698 or by calling (800) 877-0123.

Funding Policy - Under provisions in State law, plan members are required to contribute 6.4% of their annual covered salary and the State of Texas contributes an amount equal to 6.4% of Winfree Academy's covered payroll. Winfree Academy's employee's contribution to the system for the year ending August 31, 2013 were \$401,265, which is equal to the required contribution for the year.

Employees may contribute 0.65% of their salary and Winfree Academy must contribute 0.55% of the salary of each active employee to TRS-Care (the TRS health plan for retired employees). The total amount contributed to TRS-Care for the year was \$40,753 which is equal to the employee's contribution and Winfree Academy's required contributions for the year.

Notes to Financial Statements

10. Related Party Transactions

The Winfree Schools Foundation (the "Foundation") is an exempt organization from Federal income taxes under Internal Revenue Code Section 501(c)(3). The purpose of the Foundation is to raise funds for the benefit of Winfree Academy. Although an economic interest exists between Winfree Academy and the Foundation, the Board of Trustees of Winfree Academy do not have a controlling interest in the governing board of the Foundation. Consequently, the financial position and activities of the Foundation have not been consolidated into the financial statements of Winfree Academy. During the year ended August 31, 2013, there were no financial transactions between Winfree Academy and the Foundation.

The Foundation's financial activity is summarized as follows:

Financial Position Summary					
Cash	\$ 9,301				
Total assets	9,301				
Total liabilities					
Net assets	\$ 9,301				
Statement of Activitie	s Summary				
Revenues	\$ 19,936				
Expenditures	10,635				
Change in net assets	9,301				
Net assets, beginning					

11. Budget Variance

Prior to the beginning of each school year, Winfree Academy prepares and submits its annual budget for the next fiscal year. However, due to the significant inflows and outflows of students from the program, the budget must be amended on a regular basis. This has resulted in the significant variances between the original adopted budget and final amended budget presented on the Budgetary Comparison Schedule.

Schedule of Expenses For the year ended August 31, 2013

Expenses		_	Total
6100	Payroll costs	\$	7,609,578
6200	Professional and contracted services		2,260,446
6300	Supplies and materials		545,402
6400	Other operating costs		872,875
6500	Debt	_	731,650
Total ex	penses	\$ _	12,019,951

Schedule of Capital Assets For the year ended August 31, 2013

		_	Local	 State		Federal	 Private	Total
<i>1510</i>	Land and improvements	\$	-	\$ -	\$	-	\$ - ş	-
1520	Buildings and improvements		8,831,632	145,665		-	-	8,977,297
1531	Vehicles		108,161	112,015		-	-	220,176
1539	Furniture and equipment	-	-	 330,202		-	 	330,202
Total pro	perty and equipment	\$_	8,939,793	\$ 587,882	\$_		\$ <u> </u>	9,527,675

Budgetary Comparison Schedule For the year ended August 31, 2013

			Budgeted Amounts		Actual		Variance
			Original	Final	Actual		from Final Budget
Revenues			Original	Filidi	Amounts	-	buuyet
Local suppo	٠.						
5742			- \$	- 5	1.083	\$	1.083
5742 5743	Rent	•	,	-	6,600	~	6,600
5743 5749	Other revenues - local sources		_	_	15,725		15,725
3/49	Total local support				23,408	-	23,408
	τοται ισται δαρροτί				23,408	-	23,408
State progre	am revenues:						
	Foundation school program		10,965,950	11,355,840	10,656,210		(699,630)
5829			-	204,000	703,474		499,474
	Total state program revenues		10,965,950	11,559,840	11,359,684	_	(200,156)
Federal pro-	gram revenues:						
	Federal revenues distributed by the TEA		305,575	305,575	219,497		(86,078)
	Federal revenues distributed by ESC Region 10		36,000	36,000	23,721		(12,279)
3323	Total federal program revenues		341,575	341,575	243,218	-	(98,357)
	Total jederal program revenues		3.1,575	3 12,373	210,220	-	(30,331)
	Total revenues		11,307,525	11,901,415	11,626,310	_	(275,105)
Expenses							
11	Instruction		5,750,025	5,708,715	5,697,945		10,770
13	Curriculum and instructional staff deveelopment		900	900	•		900
21	Instructional leadership		78,300	-	-		-
23	School leadership		1,443,850	2,000,000	2,026,693		(26,693)
31	Guidance, counseling and evaluation services		144,000	191,100	189,370		1,730
32	Social work services		127,500	125,000	128,982		(3,982)
<i>33</i>	Health services		82,800	78,000	76,252		1,748
34	Transportation		19,700	19,700	8,730		10,970
41	General administration		898,100	750,000	733,237		16,763
51	Plant maintenance and operations		1,949,450	2,400,000	2,316,417		83,583
52	Security and monitoring services		2,900	1,050	-		1,050
53	Data processing services		-	118,000	110,675		7,325
71	Debt service		810,000	817,000	731,650	_	85,350
	Total expenses		11,307,525	12,209,465	12,019,951	_	189,514
Change in n	net assets		-	(308,050)	(393,641)		(85,591)
•	beginning of year		1,331,808	1,331,808	1,331,808	_	
Net assets,	end of year	;	\$\$	1,023,758	938,167	<i>\$</i> _	(85,591)





CERTIFIED PUBLIC ACCOUNTANTS

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

To the Board of Trustees Winfree Academy Charter School, Inc.

We have audited the statement of financial position, statement of activities, the schedule of functional expenses, and the statement of cash flows of Winfree Academy Charter School, Inc. ("Winfree Academy"), as of and for the year ended August 31, 2013, which collectively comprise Winfree Academy's basic financial statements and have issued our report thereon dated January 8, 2014. We conducted our audit 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.

Internal Control over Financial Reporting

In planning and performing our audit, we considered Winfree Academy's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Winfree Academy's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control over financial reporting.

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.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Winfree Academy's financial statements are free of 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 no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

We noted certain other matters which we do not consider to be material weakness which were presented in a separate letter to management dated January 8, 2014.

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

Dallas, Texas January 8, 2014





CERTIFIED PUBLIC ACCOUNTANTS

January 8, 2014

To the Board of Directors
The Winfree Academy Charter School, Inc.

In planning and performing our audit of the financial statements of the Winfree Academy Charter School, Inc. (the "Academy") as of and for the year ended August 31, 2013, in accordance with auditing standards generally accepted in the United States of America, we considered the Academy's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of the Academy's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified.

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. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

A significant deficiency is a deficiency, or a 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. We do not consider the following item to be a significant deficiency, but rather a general comment for management's attention.

Maintaining books in accordance with Generally Accepted Accounting Principles

During the course of our audit procedures we noted several instances wherein the books of the organization were not kept in conformity with the accrual basis of accounting as required by accounting principles generally accepted in the United States of America. Specific instances included failure to record principal payments as reductions in liability accounts rather than as expenditures. In addition, grant reimbursement requests which were submitted for payment were not accrued into earned revenue

at fiscal year-end and payments of prior year accruals were posted as current year revenues. Furthermore, current year depreciation expense had not been recorded. The effect of these actions presented management with financial records kept on a basis similar to the cash basis of accounting rather than an accrual basis as required. Management detected many of the errors in their review, however were not able to determine proper corrective action until the year-end financial statements were prepared.

Without financial records kept on the accrual basis of accounting, management is unable to analyze the financial status of the organization until the annual financials are prepared after year-end. The primary detriment this poses to management is the inability to accurately compare budgeted revenues and expenditures to actual realized amounts. This lack of comparability makes it difficult for management to detect additional errors in accounting and the possible need to amend operating budgets prior to year-end.

We recommend that financial records be kept on the accrual basis of accounting throughout the fiscal year. Furthermore, we recommend that management communicate these requirements to the third party financial service maintaining the financial records.

Management has been informed of the above finding and will respond to the Board with their related action plan in a separate letter.

This communication is intended solely for the information and use of management, the Board of Directors, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

Juld, From Smith ! Congo of

Judd, Thomas, Smith & Company, P.C.

Dallas, Texas



January 14, 2014

Management Response: Year 13 financial statements ending August 31, 2013-Action Plan

Winfree Academy Charter Schools Board of Directors,

Winfree Academy Charter Schools (WACS) audit of the financial statements ending on August 31, 2013 from Judd, Thomas, Smith & Co disclosed management's need to create an action plan to address the inconsistencies with accrual basis of accounting as required by Generally Accepted Accounting Principals (GAAP). This was identified in the audit of the financial statements ending on August 31, 2012 as well. WACS Management and Board of Directors assume ultimate responsibility for maintaining books in accordance with GAAP.

WACS administration agrees with the information communicated in the annual audit. WACS will continue to use the contracted services from Region 11 Education Service Center Business Support team for payroll and payroll accruals for Year 14.

The Superintendent has solicited the services of Ackermann Consulting on School Finance for the month of January 2014, and proposing and additional 60 days to the Board of Directors on January 14, 2014. Ackermann Consulting, as outlined in the agreed upon list of services, will address maintaining books in accordance with GAAP with the Business Office, as well as administrative procedures for implementation. The Superintendent will hire an experienced and knowledgeable Executive Director of Business to address all of the concerns pointed out in the management letter. Through the newly adopted Financial Policies, and revision of Administrative Procedures related to finance, WACS will redefine roles and responsibilities to address this urgent matter.

Respectfully Submitted,

Brandy Schott

Superintendent/CEO

Winfree Academy Charter Schools



Winfree Academy Charter Schools

2013-2014 School FIRST rating and Annual Financial Management Report



2012-13 Board of Directors

Mrs. Jennifer Sullivan, Chair

Mr. Wayne Gillespie, Vice Chair of Operations

Mr. Robert Patton

Mrs. June Shrewsbury, Secretary

Mr. Greg Ward, Treasurer

Mrs. Kelley Moore, Vice Chair of Special Programs

Superintendent

Ms. Brandy Schott, Superintendent

Finance

Mrs. Sharay Boynton, CPA, Executive Director of Business

Introduction

This report is written to address the reporting requirements under Title 19 Texas Administrative Code Chapter 109, Budgeting, Accounting, and Auditing Subchapter AA, Commissioner's Rules Concerning Financial Accountability Rating System, Section 109.1005.

Background

As stated in 19 Texas Administrative Code 109.1001, "The purpose of the financial accountability rating system is to ensure that school districts and open-enrollment charter schools will be held accountable for the quality of their financial management practices and achieve improved performance in the management of their financial resources."

Open enrollment charter schools are evaluated on the following criteria:

- (a) The criteria for financial accountability ratings will be based upon indicators established by the commissioner of education and reflected in §109.1002 of this title (relating to Financial Accountability Ratings), in accordance with requirements in state law and after consultation with the comptroller of public accounts. The commissioner of education shall evaluate the rating system annually and may modify the system in order to improve the effectiveness of the rating system. Changes to criteria for ratings and their effective dates will be communicated to school districts and open-enrollment charter schools.
- (b) The Financial Accounting Standards Board (FASB) requires not-for-profit entities such as charter holders to present financial statements showing an aggregate view of the entity as a whole.
 - (1) The Financial Accountability System Resource Guide, Module 10, Special Supplement-Charter Schools, Section 1.7.2, under §109.41 of this title (relating to Financial Accountability System Resource Guide), states that the charter holder is required to submit audited financial statements for the charter holder entity as a whole (both for charter and non-charter operations) as well as additional exhibits for each individual charter (determined by county-district number).
 - (2) For purposes of comparability among schools, all financial calculations for the indicators under §109.1002(g) of this title use the financial statements for a charter school; however, in the case of consolidated financial statements, any indicators relating to the auditor's opinion on the financial statements, material weaknesses in internal controls, or material noncompliance will be judged on the financial statements for the entity as a whole.

Once the evaluations have been conducted, one of the following School FIRST ratings are applied:

- (1) Superior Achievement. In accordance with the procedures established in §109.1002 of this title (relating to Financial Accountability Ratings), a school district or open-enrollment charter school shall be classified as Superior Achievement if it scores within the applicable range established by the commissioner of education for Superior Achievement.
- (2) Above Standard Achievement. In accordance with the procedures established in §109.1002 of this title, a school district or open-enrollment charter school shall be classified as Above Standard Achievement if it scores within the applicable range established by the commissioner of education for Above Standard Achievement.
- (3) Standard Achievement. In accordance with the procedures established in §109.1002 of this title, a school district or open-enrollment charter school shall be classified as Standard Achievement if it scores within the applicable range established by the commissioner of education for Standard Achievement.
- (4) Substandard Achievement. In accordance with the procedures established in §109.1002 of this title, a school district or open-enrollment charter school shall be classified as Substandard Achievement if it responds negatively to specified indicators or if it scores within the applicable range established by the commissioner of education for Substandard Achievement. The commissioner of education may apply sanctions to a district that is assigned a Substandard Achievement rating and may require other corrective actions.
- (5) Suspended--Data Quality. If the commissioner of education, a Suspended-discloses serious data quality issues Data Quality rating shall be assigned to the school district or open-enrollment charter school. The Suspended--Data Quality rating will be assigned until the school district or open-enrollment charter school successfully resolves the data quality issues. The commissioner of education may apply sanctions to a school district or open-enrollment charter school that is assigned a Suspended--Data Quality rating and may require other corrective actions.

Notices

Pursuant to 19 TAC 109.1005(c), a public meeting was conducted on October 14, 2014 at 5:00 PM at the Winfree Academy Charter Schools corporate offices to discuss the 2013 School FIRST rating and Annual Financial Management Report. Two notices were posted in the Dallas Morning News on September 30, 2014 and October 7, 2014 providing the time and place of the public meeting to fulfill requirements of 19 TAC 109.1005 (c)(1). Additionally, a news release was sent through electronic mail on October 6, 2014 to Fox 4 KDFW, NBC 5 KXAS, ABC 8 WFAA, and CBS 11 KTVT to fulfill the requirements of 19 TAC 109.1005(c)(2).

Pursuant to 19 TAC 109.1005(b)(1)(B), the annual financial management report prepared by the open-enrollment charter school must include the open-enrollment charter school's financial management performance under each indicator for the current and previous years' financial accountability ratings.

2013-14 School FIRST - "Substandard Achievement"

Indicator Detail Summary Determination of Ratings Size-Dependent Indicators

Name: WINFREE ACADEMY Publication Level

CHARTER SCHOOLS(057828) 0: 6/17/2014 8:14:23 AM

Status: FAILED Publication Level

1: 9/5/2014 3:56:38 PM

Rating: Substandard Publication Level

Achievement **2:** 9/5/2014 3:58:47 PM

Charter School Score: 47

Passing Score: 50 Last Updated: 9/5/2014

3:58:47 PM

	2012-13 Data	
Indicator Num	Indicator Description	Score
1	Did The Charter School Avoid Holds On Payments That Were Not Cleared Within 30 Days, As A Result Of Untimely Deposits To TRS Or TWC?	YES
2	Was The Total Net Asset Balance In The Statement Of Financial Position For The Charter School Greater Than Zero? (If The Charter School's Five-Year Percent Change In Students Was A 10% Increase Or More, Then The Charter School Passes This Indicator).	YES
3	Were There No Disclosures In The Charter Holder's Annual Financial Report And/Or Other Sources Of Information Concerning Default On Debt?	YES
4	Was The Charter Holder's Annual Financial Report Filed Within One Month After The November 27th Or January 28th Deadline Depending Upon The Charter School's Fiscal Year End Date (June 30th Or August 31st)?	YES
5	Was There An Unqualified Opinion In The Charter Holder's Annual Financial Report?	YES
6	Did The Charter Holder's Annual Financial Report Not Disclose Any Instance(s) Of Material Weaknesses In Internal Controls?	YES
7	Are the Charter School's Liabilities Less Than 80% Of Its Assets?	0

8	Did The Comparison Of PEIMS Data To Like Information In The Charter School's Annual Financial Report Result In An Aggregate Variance Of Less Than 3% Of All Expenses (Data Quality Measure)?	5
9	Were The Charter School's Debt Related Expenses Less Than \$200 Per Student? (If The Charter School's Five-year Percent Change In Students Was A 7% Increase Or More, Then The Charter School Receives 5 Points)	3
10	Was There No Disclosure In The Charter Holder's Annual Audit Report Of Material Noncompliance?	5
11	Did The Charter School Have No Monitor, Conservator, Manager, Or Board Of Managers Assigned For Financial Management Reasons?	0

12	Was The Charter School's Aggregate Of Budgeted Expenses Less Than The Aggregate Of Budgeted Revenues And Cash And Investments At The Beginning Of The Year?	5
13	Was The Charter School's Current Ratio For All Net Asset Groups Greater Than Or Equal To 1:1?	5
14	Was The Charter School's Administrative Cost Ratio Less Than The Threshold Ratio? (Threshold Shown On The "Result Determination Reference" Tab)	5
15	Was The Ratio Of Students To Teachers Within The Ranges According To Charter School Size? (Ranges Shown On The "Result Determination Reference" Tab)	4
16	Was The Ratio Of Students To Total Staff Within The Ranges According To Charter School Size? (Ranges Shown On The "Result Determination Reference" Tab)	5
17	Was The Decrease In The Charter School's Total Net Assets Less Than 20% Over Two Fiscal Years? (Calculation Excludes Depreciation And Amortization)	5
18	Was The Charter School's Aggregate Total Of Cash And Investments More Than Zero?	5
19	Did The Charter School's Investment Earnings In All Net Asset Groups Meet Or Exceed the Average 3-Month Treasury Bill Rate?	0

47 Weighted Sum 1 Multiplier Sum 47 Score

Executive Director Comments:

Indicator #7, Winfree Academy Charter Schools failed due to the bond debt causing liabilities to be greater than 80% of Winfree's assets. Administration is working to refinance this debt so as to decrease the liabilities.

Indicator #9, Winfree Academy Charter Schools lost two points due the bond debt discussed in indicator #7. Refinancing of this debt should lower the amount per student, thus freeing up additional points for future years.

Indicator #11, Winfree Academy Charter Schools lost five points due to TEA assigning a Financial Monitor. These points will be lost again for 2013-14 data.

Indicator # 15, Winfree Academy Charter Schools lost one point due to staffing levels being higher than the range allowed for the school's size. Administration will

continue to review staffing to ensure it falls within ranges established by the standard and meets the needs of the students.

Indicator #19, Winfee Academy Charter Schools lost five points due to investments being a rate less than the 90 day t-bill. This was an all or none indicator. Investment rates are controlled by the market and currently the funds are invested as allowed to meet investment limitations and cash flow needs. Administration will continue to monitor and invest funds to maximize the earning potential and meet the needs of the organization.

2012-2013 School FIRST - "Standard Achievement"

Indicator Detail Summary Determination of Ratings Size-Dependent Indicators

Name: WINFREE ACADEMY CHARTER SCHOOLS (057828)

Publication Level 0: 6/20/2013 10:42:59 AM

Status:PASSEDPublication Level 1: 9/12/2013 6:37:32 PMRating:Standard AchievementPublication Level 2: 9/12/2013 6:37:32 PMCharter School Score:53Last Updated: 9/12/2013 6:37:32 PM

Passing Score: 50

2011-2012 Charter Schools Status Detail

Indicator Num	Indicator Description	Score
1	Did The Charter School Avoid Holds On Payments That Were Not Cleared Within 30 Days, As A Result Of Untimely Deposits To TRS Or TWC?	YES
2	Was The Total Net Asset Balance In The Statement Of Financial Position For The Charter School Greater Than Zero? (If The Charter School's Five-Year Percent Change In Students Was A 10% Increase Or More, Then The Charter School Passes This Indicator).	YES
3	Were There No Disclosures In The Charter Holder's Annual Financial Report And/Or Other Sources Of Information Concerning Default On Debt?	YES
4	Was The Charter Holder's Annual Financial Report Filed Within One Month After The November 27th Or January 28th Deadline Depending Upon The Charter School's Fiscal Year End Date (June 30th Or August 31st)?	YES
5	Was There An Unqualified Opinion In The Charter Holder's Annual Financial Report?	YES
6	Did The Charter Holder's Annual Financial Report Not Disclose Any Instance(s) Of Material Weaknesses In Internal Controls?	YES
7	Are the Charter School's Liabilities Less Than 80% Of Its Assets?	0
8	Did The Comparison Of PEIMS Data To Like Information In The Charter School's Annual Financial Report Result In An Aggregate Variance Of Less Than 3% Of All Expenses (Data Quality Measure)?	5

9	Were The Charter School's Debt Related Expenses Less Than \$200 Per Student? (If The Charter School's Five-year Percent Change In Students Was A 7% Increase Or More, Then The Charter School Receives 5 Points)	3
10	Was There No Disclosure In The Charter Holder's Annual Audit Report Of Material Noncompliance?	5
11	Did The Charter School Have No Monitor, Conservator, Manager, Or Board Of Managers Assigned For Financial Management Reasons?	5

12	Was The Charter School's Aggregate Of Budgeted Expenses Less Than The Aggregate Of Budgeted Revenues And Cash And Investments At The Beginning Of The Year?	5
13	Was The Charter School's Current Ratio For All Net Asset Groups Greater Than Or Equal To 1:1?	5
14	Was The Charter School's Administrative Cost Ratio Less Than The Threshold Ratio? (Threshold Shown On The "Result Determination Reference" Tab)	0
15	Was The Ratio Of Students To Teachers Within The Ranges According To Charter School Size? (Ranges Shown On The "Result Determination Reference" Tab)	5
16	Was The Ratio Of Students To Total Staff Within The Ranges According To Charter School Size? (Ranges Shown On The "Result Determination Reference" Tab)	5
17	Was The Decrease In The Charter School's Total Net Assets Less Than 20% Over Two Fiscal Years? (Calculation Excludes Depreciation And Amortization)	5
18	Was The Charter School's Aggregate Total Of Cash And Investments More Than Zero?	5
19	Did The Charter School's Investment Earnings In All Net Asset Groups Meet Or Exceed the Average 3-Month Treasury Bill Rate?	5

53 Weighted Sum

1 Multiplier Sum

53 Score

Pursuant to 19 TAC 109.1005(b)(2)(A), the annual financial management report prepared by the open-enrollment charter school must include a copy of the superintendent's current employment contract or terms of employment.

Winfree Academy Charter Schools

SALARY VERIFICATION FORM 2014-2015 School Year

Employee Name: Schott, Brandy

Location:

Employee Signature

Administration

Position: Superintendent This is an At-Will employment position

Your employment shall be on an 12-month basis with employment commencing on the date listed below. Your work schedule will be according to the hours and dates set by the school calendar or as otherwise required by the School. It is anticipated you will work at least the number of days and timeframe described below.

The daily rate below is for leave/deduction purposes only.

Commencement: 08-1-2014 to 07-31-2015

number of days \$ 607.35 daily rate = \$142,728.00 annual salary.

Full Time
EXEMPT Executive Duties
Pay Grade E-10

BOARD APPROVED

Board of Directors Approval Date 6-24-2014

Code To: 420-41-6119-701-99 Monthly Gross= \$ 11,894.00

School FIRST Annual Financial Management Report

Winfree Academy Charter Schools 2013-14 Report

Title 19 Texas Administrative Code Chapter 109, Budgeting, Accounting, and Auditing Subchapter AA,
Commissioner's Rules Concerning Financial Accountability Rating System, Section 109.1005. Effective 2/3/11.
The template has been established to help the charter schools in gathering their data and presenting it at their School FIRST hearing. The template may not be all inclusive.

Superintendent's Current Employment Contract

A copy of the superintendent's current employment contract at the time of the School FIRST hearing is to be provided. In lieu of publication in the annual School FIRST financial management report, the charter school may chose to publish the superintendent's employment contract on the charter school's Internet site.

If published on the Internet, the contract is to remain accessible for twelve months.

Reimbursements Received by the Superintendent and Board Members

For the Twelve-Month Period Ended August 31, 2013

	Superintendent	Boar	d	Board	Board	Board	Board	Board
Description of Reimbursements	Brandy Schott	Jennifer S	ullivan	Wayne Gillespie	Robert Patton	Greg Ward	Kelley Moore	June Shrewsbury
Meals	\$ 40.53	\$		\$	\$	\$	\$	\$
Lodging	\$ 82.63							
Transportation								
Motor Fuel								
Other								
Total	\$123.16		\$0.00	\$0.00	\$0.00	\$0.00) \$0.00	\$0.00

All "reimbursements" expenses, regardless of the manner of payment, including direct pay,

credit card, cash, and purchase order are to be reported. Items to be reported per category include:

Meals – Meals consumed out of town, and in geographic-boundary meals at area restaurants (outside of board meetings, excludes catered board meeting meals).

Lodging - Hotel charges.

Transportation - Airfare, car rental (can include fuel on rental, taxis, mileage reimbursements, leased cars, parking and tolls).

Motor fuel - Gasoline.

Other: - Registration fees, telephone/cell phone, internet service, fax machine, and other

reimbursements (or on-behalf of) to the superintendent and board member not defined above.

Outside Compensation and/or Fees Received by the Superintendent for Professional Consulting and/or Other Personal Services

Name(s) of Entity(ies)	Amount Received \$
Total	\$0.00

Compensation does not include business revenues generated from a family business (farming, ranching, etc.) that has no relation to charter school business.

Gifts Received by Executive Officers and Board Members (and First Degree Relatives, if any) (gifts that had an economic value of \$250 or more in the aggregate in the fiscal year)

For the Twelve-Month Period Ended August 31, 2013

Total

Amounts

For the Twelve-Month Period

Superintendent	Board	Board	Board	Board	Boar	rd Boa	ırd
Brandy Schott	Jennifer	Sullivan Wayne	Gille: Robert	Patton Greg \	Ward Kelle	ey Moore Edo	lie Vernon
	0	0	0	0	0	0	0

Note – An executive officer is defined as the superintendent, unless the board of trustees or the charter school administration names additional staff under this classification for local officials.

Business Transactions Between Charter School and Board Members

For the Twelve-Month Period Ended August 31, 2013

Board Board Board Board Board Board Board Board Board Sullivan Wayne Gillespie Robert Patto Greg Ward Kelley Moore Eddie Vernon 0 0 0 0 0

Note - The summary amounts reported under this disclosure are not to duplicate the items disclosed in the summary schedule of reimbursements received by board members.

Summary Schedule of Data Submitted under the Financial Solvency Provisions of TEC §39.0822

General Fund - First-Quarter Expenses By Object Code

Report 2013-2014 first-quarter (first three months of fiscal year 2013-2014) NET ASSETS expenses by object code using whole numbers.

Payroll- Expenses for payroll costs	object codes 6	110-6149	\$ 2,166,207.00
Contract Costs- Expenses for services rendered by firms, individuals, and other organizations	object code se	ries 6200	\$ 626,106.00
Supplies and Materials- Expenses for supplies and materials necessary to maintain and/or operate furniture,			
computers, equipment, vehicles, grounds, and facilities	object code se	ries 6300	\$ 185,385.00
Other Operating- Expenses for items other than payroll, professional and contracted services, supplies and			
materials, debt service, and capital outlay	object code se	ries 6400	\$ 122,965.00
Debt Service- Expenses for debt service	object code se	ries 6500	\$ 179,965.00
Capital Outlay- Expenses for land, buildings, and equipment	object code se	ries 1500	\$ -
Additional Financial Solvency Questions			
	Yes	No	
1) At any time in the last two years, has your charter school borrowed funds to pay for operating expenses without repaying			
these funds within 12 months from the time that they were borrowed?		X	
2) Has the charter school declared bankruptcy within the past two years?		X	
2) has the charter school declared bankruptcy within the past two years?		^	
3) Does the charter school have any major construction projects underway or planned?		Χ	
o, zooc mo omate. como majo an, majo como accomprejento amb majo e pramice.	-		
4) Has the charter school defaulted on any debts within the past two years?		X	
5) Does the charter school have more than one month of salaries accured (not yet paid) because of cash flow issues?		Χ	
6) Does the charter school have payroll taxes payable (not yet paid) that are not paid?		X	
7) How many business managers has your charter esheel had in the last three years?			
7) How many business managers has your charter school had in the last three years?			

8) Provide comments or explanations for WADA-to-staff ratios significantly (more than 30 percent) below the norm, rapid depletion of net asset balances, or any significant discrepancies between actual budget figures and projected revenues and expenses, or any other information that may be helpful in evaluating the charter school's financial solvency.

Mean WADA-to-ALL STAFF	70% of Mean WADA-to-ALL		
<u>Ratio</u>	STAFF Ratio	Charter School Size	
8.30	7.05	Under 100	
10.48	8.91	100 to 249	
11.78	3 10.01	250 to 499	
11.6	9.87	500 to 999	
49.78	3 42.31	1,000 to 1,599	
13.76	5 11.70	1,600 to 2,999	
14.84	12.61	3,000 to 4,999	
15.93	3 13.54	5,000 to 9,999	
18.02	2 15.32	10,000 to 24,999	
N/A			