

# INDIANAPOLIS METROPOLITAN HIGH SCHOOL

## 2012-2013 Performance Analysis

*Core Question 2: Is the organization effective and well-run?*

2.1. Is the school in sound fiscal health?	
<b>STANDARD</b>	<b>2.1-1: The school demonstrates satisfactory performance in all areas identified: Enrollment Variance, Current Ratio, Days Cash on Hand and Debt Default</b> <b>2.1-2: The school demonstrates satisfactory performance in all areas identified: 3 Year Aggregate Net Income, Debt to Asset Ratio, and Debt Service Coverage Ratio</b> <b>2.1-3: The school does not present concerns in the financial audit or financial reporting requirements</b>

2012-12 2.1-1 Performance: **Approaching Standard**

Indicator	Ratio	Measures	Rating	2012-13	2012-13
<b>2.1 Short Term Health</b>	Enrollment Variance Ratio	Enrollment Ratio equals or exceeds 99%	<b>Meets Standard</b>	77%	Approaching
		Enrollment Ratio is between 90% - 98%	<b>Approaching Standard</b>		
		Enrollment Ratio is less than or equal to 89%	<b>Does Not Meet Standard</b>		
	Current Ratio	Current Ratio equals or exceeds 1.1	<b>Meets Standard</b>	4.80	
		Current Ratio is between 1.0 - 1.1	<b>Approaching Standard</b>		
		Current Ratio is less than or equal to 1.0	<b>Does Not Meet Standard</b>		
	Days Cash On Hand	Days cash on hand equals or exceeds 45	<b>Meets Standard</b>	60	
		Days cash on hand is between 30-45 days	<b>Approaching Standard</b>		
		Days cash on hand is less than or equal to 30 days	<b>Does Not Meet Standard</b>		
	Debt Default Evidence	Not in default or delinquent	<b>Meets Standard</b>	Meets	
		Default or delinquent	<b>Does Not Meet Standard</b>		

Indianapolis Metropolitan High School **approached** standard for core question 2.1-1 for the 2012-13 school year. Based on data from the September 2012 count day, the school's enrollment came in significantly below the enrollment targets stated in its charter agreement. As a result, the school did not meet standard for this sub-indicator. The school had more current

assets than current liabilities (those due in the next 12 months). As a result, the school met standard for this sub-indicator. Indianapolis Metropolitan High School ended the year with 60 days of cash on hand. This means that if payments to the school had stopped or been delayed post June 30, 2013, the school would have been able to operate for 60 more days. Based on this data, the school did meet standard for this indicator. Finally, the school successfully met its debt obligations based on the information that Greenwalt, the school’s auditor, provided. Furthermore, there were no negative communications from the school’s lenders. Since the school met standard for three of the sub-indicators in core question 2.1-1 and did not meet standard for the remaining sub-indicator, it approached standard for this section of the core question.

**2012-12 2.1-2 Performance: Exceeds Standard**

<b>2.2 Long Term Health</b>	3 Year Aggregate Net Income	Aggregate 3 year Net Income is positive and most recent year is positive	<b>Meets Standard</b>	<u>NA</u>	Exceeds
		Aggregate 3 year Net Income is positive and most recent year is negative	<b>Approaching Standard</b>		
	Net Income	Aggregate 3 year Net Income is negative	<b>Does Not Meet Standard</b>	\$24,142.00	
	Debt to Asset	Debt to asset ratio is less than or equal to 0.9	<b>Meets Standard</b>	0.13	
		Debt to asset ratio is between 0.9 - 0.95	<b>Approaching Standard</b>		
		Debt to asset ratio equals or exceeds 0.95	<b>Does Not Meet Standard</b>		
	Debt Service Coverage (DSC) Ratio	DSC ratio equals or exceeds 1.15	<b>Meets Standard</b>	<u>NA</u>	
		DSC ratio is between 1.05-1.15	<b>Approaching Standard</b>		
		DSC Ratio is less than or equal to 1.05	<b>Does Not Meet Standard</b>		

The school **exceeded** standard for core question 2.1-2. The school met standard for the net income sub-indicator in that it generated a positive net income for the fiscal year. It is important to note that the school managed to maintain a positive net income despite an extraordinary loss of \$81,627. This non-cash loss resulted from the Common School Loan forgiveness. Sections 1 and 3 (pages 8 and 9) of the notes to the financial statements in the school’s audit explain how this calculation was derived. Additionally, the school met standard for the sub-indicator regarding debt to asset ratio. The school had not long-term liabilities, and as such it was not

evaluated for debt service coverage. Since the school met standard for all of the sub-indicators it exceeded standard for core question 2.1-2.

**2012-13 2.1-3 Performance: Meets Standard**

<b>2.3 Reporting Requirements</b>	Annual Independent Accrual Based Audit	Receives a clean audit opinion	<b>Meets Standard</b>	Meets	Meets
		Receives a clean audit opinion with a few significant deficiencies noted but no material weaknesses	<b>Approaching Standard</b>		
		Receives an audit with multiple significant deficiencies, material weakness or is a going concern	<b>Does Not Meet Standard</b>		
	Financial Reporting Requirements	Satisfies all financial reporting requirements	<b>Meets Standard</b>	Meets	
		Fails to satisfy financial reporting requirements	<b>Does Not Meet Standard</b>		

The school **met** standard for core question 2.1-3. The school met standard for its annual accrual based audit because it received a clean audit with no material weaknesses or significant deficiencies. The school met its financial reporting requirements, and its audit report was issued on January 17, 2014.

<b>2.2. Are the school’s student enrollment, attendance, and retention rates strong?</b>	
<b>STANDARD</b>	<b>The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school’s agreed-upon target rates.</b>

**2012-13 Performance: Does Not Meet Standard**

Indianapolis Metropolitan High School did not meet its targets set for 2012-13. The following chart displays the school’s target enrollment compared with its official fall enrollment, as reported by the IDOE.

<b>Year</b>	<b>Target Enrollment</b>	<b>Fall Enrollment</b>	<b>Percent Below</b>
2012-13	430	319	25.9%

*Source: Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school’s charter agreement with the Mayor’s Office, submitted by the school.*

The 2012-13 attendance rate was below the averages of both the county and the state.

	MET	MC	IN
<b>2012-13 Attendance rate</b>	86.7%	95.7%	95.8%

No targets have been established for student retention rates for Indianapolis Metropolitan High School.

The Indianapolis Metropolitan High School **did not meet** the Mayor’s Office standard for this indicator because it missed its enrollment targets and had attendance rates that were below both the county and state average.

<b>2.3. Is the school’s Board active and competent in its oversight?</b>	
<b>STANDARD</b>	<b>The Board’s membership collectively contributes a broad skill set and fair representation of the community; Board members are knowledgeable about the school; roles and responsibilities of the Board are clearly delineated; Board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the Board provides consistent and competent stewardship of the school.</b>

**2012-13 Performance: Meets Standard**

The Goodwill Education Initiatives board that governed Indianapolis Metropolitan High School and The Excel Center was experienced and provided competent oversight. The board was comprised of members that represented a broad skill set, and were aligned with not only the missions of the schools, but also that of Goodwill Industries of Central Indiana. Board membership was compliant with charter by-laws and members reflected the diverse community served by Goodwill Industries of Central Indiana. In addition, board members had extensive knowledge about the school and the school’s mission. There was mission alignment between the board and the administrative team at Indianapolis Metropolitan High School, including Scott Bess, Chief Operating Officer, and Patrick Fassnacht, the Principal of the school at the time. The board met to discuss matters related to the Excel Centers, Goodwill Industries of Central Indiana, and Indianapolis Metropolitan High School at designated times to ensure an individualized focus.

The board chair, C. Perry Griffith provided stable leadership and was deeply committed to the mission of Indianapolis Metropolitan High School. The chair was engaged and took pride in promoting the successes of the school and worked well with Mr. Fassnacht as well as Mr. Scott Bess. He was in continuous contact to ensure that he is fully aware of what is happening at the school and can also communicate that information to key stakeholders.

The board consistently made quorum during meetings and actively engaged in oversight of the school. The board engaged in a process of continuous improvement. Members were deeply committed to ensuring their oversight of Indianapolis Metropolitan High School ensured that

students were receiving vital services as well as a high quality education. Accordingly for the 2012-13 school year, the governing board of Indianapolis Metropolitan High School **met standard** on this Mayor’s Performance Framework indicator.

<b>2.4. Is there a high level of parent satisfaction with the school?</b>	
<b>STANDARD</b>	<b>More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.</b>

**2012-13 Performance: Not Evaluated**

In the spring of each year, researchers administer anonymous surveys to parents of students enrolled at Mayor-sponsored charter schools. In 2012-13, only 22 families submitted responses. Given that there were 319 students enrolled at the school last year, this data set is not statistically significant. Therefore, Indianapolis Metropolitan High School will not be evaluated against this indicator for the 2012-13 academic year.

<b>2.5. Is the school administration strong in its academic and organizational leadership?</b>	
<b>STANDARD</b>	<b>The school’s leadership a) has sufficient academic and/or business expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among leaders and between leaders and the Board; d) actively engages in a process of continuous improvement which has led to some mid-course corrections.</b>

**2012-13 Performance: Meets Standard**

The administration at Indianapolis Metropolitan High School is strong in its academic and business expertise. The school leader did, however, require significant reminders regarding submitting compliance documentation in a timely manner.

The school-wide goals and policies have been adopted and are now shared with students and parents regularly. Veteran teachers now mentor and train new staff members, sharing skills and practices. The school has regular meetings at each grade-level ‘school’, among content area teachers, leadership, and the full staff. The school also restructured into smaller grade-level ‘schools,’ leading to greater clarity and increased communication.

Leadership at the school has remained sufficiently stable over time, and the school has demonstrated a clear commitment to continuous improvement with the refining of its structure and strengthening of academic and organizational leadership. Therefore, for 2012-13, leadership at the school was well-organized, effective, and **met** the Mayor’s Office standard for this indicator.

<b>2.6. Is the school meeting its school-specific organizational and management performance goals?</b>	
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<b>Meets standard</b>	<b>School has clearly met its school-specific organizational goal.</b>
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**Not applicable.** Indianapolis Metropolitan High School did not have school-specific organizational and management performance goals that were evaluated for 2012-13.