

**COUNCIL OF THE GREAT CITY SCHOOLS**

**EXECUTIVE COMMITTEE MEETING**

**MARCH 17, 2018**

**WASHINGTON, D.C.**

# COUNCIL OF THE GREAT CITY SCHOOLS

## Executive Committee Meeting Agenda

**March 17, 2018  
Washington, D.C.**

|                                 |  |            |
|---------------------------------|--|------------|
| <b>March 17,<br/>12:00 noon</b> | <b>EXECUTIVE COMMITTEE CONVENES</b>  |            |
|                                 | <ul style="list-style-type: none"> <li>• <b>Welcome and Introductions</b></li> </ul>   | Page<br>4  |
|                                 | Opening of Executive Committee meeting and introductions.  |            |
|                                 | <i>Darienne Driver, Chair of the Board</i>   |            |
|                                 | <ul style="list-style-type: none"> <li>• <b>Minutes</b></li> </ul>   | Page<br>12 |
|                                 | Consideration of minutes from the January 20, 2018 meeting of the Executive Committee in Orlando, FL, and the October 21, 2017 meeting of the Board of Directors in Cleveland, OH. | Vote       |
|                                 | <i>Darienne Driver, Chair of the Board</i>   |            |
|                                 | <ul style="list-style-type: none"> <li>• <b>Nominations</b></li> </ul>   | Page<br>30 |
|                                 | Discussion of nominations to fill vacancies on the Executive Committee.  | Vote       |
|                                 | <i>Felton Williams, Nominations Subcommittee Chair</i>   |            |
|                                 | <ul style="list-style-type: none"> <li>• <b>Membership Subcommittee Report</b></li> </ul>  | Page<br>39 |
|                                 | Report of the Membership Subcommittee.   |            |
|                                 | <i>Larry Feldman, Membership Subcommittee Chair</i>  |            |
|                                 | <ul style="list-style-type: none"> <li>• <b>By-Laws Subcommittee Report</b></li> </ul>   | Page<br>45 |
|                                 | Report of the By-Laws Subcommittee.  |            |
|                                 | <i>Allegra "Happy" Haynes, By-Laws Subcommittee Chair</i>  |            |

|                |   |             |
|----------------|---|-------------|
|                | <ul style="list-style-type: none"> <li>• <b>Audit Subcommittee Report</b></li> </ul>                      | Page<br>55  |
|                | Review of the 2016-17 audit report, status report on the 2017-18 budget, and proposed budget for 2018-19. | Vote        |
|                | <i>Eric Gordon, Audit Subcommittee Chair</i>  |             |
|                | <ul style="list-style-type: none"> <li>• <b>Conferences and Meetings</b></li> </ul>                       | Page<br>110 |
|                | Executive Committee, job-alike meetings, and major conferences in 2018.                                   |             |
|                | <i>Michael Casserly, Executive Director</i>   |             |
|                | <ul style="list-style-type: none"> <li>• <b>Strategic Planning</b></li> </ul>                             | Page<br>136 |
|                | Discussion of draft strategic plan.   |             |
|                | <i>Michael Casserly, Executive Director</i>   |             |
| <b>2:00 pm</b> | <b>EXECUTIVE COMMITTEE ADJOURNS</b>   |             |

## **ABOUT THE COUNCIL**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **OUR VISION**

Urban public schools exist to teach students to the highest standards of educational excellence. As the primary American institution responsible for weaving the strands of our society into a cohesive fabric, we — the leaders of America’s Great City Schools — see a future where the nation cares for all children, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.

The Great City Schools are places where this vision becomes tangible and those ideals are put to the test. We pledge to commit ourselves to the work of advancing empathy, equity, justice, and tolerance, and we vow to do everything we can to vigorously resist the forces of ignorance, fear, and prejudice, as we teach and guide our students. We will keep our commitments, and as we do and as society supports our endeavors, cities will become the centers of a strong and equitable nation, with urban public schools successfully teaching our children and building our communities.

## **OUR MISSION**

It is the special mission of America’s urban public schools to educate the nation’s most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community.

## **OUR GOALS**

To educate all urban school students to the highest academic standards.

To lead, govern and manage our urban public schools in ways that advance the education of our children and inspire the public’s confidence.

To build a confident, committed and supportive urban community for raising the achievement of urban public schoolchildren.

# COUNCIL OF THE GREAT CITY SCHOOLS

## Executive Committee

**2017-2018**

### OFFICERS

Chair of the Board: Darienne Driver, Milwaukee Superintendent  
Chair-Elect: Lawrence Feldman, Miami-Dade County School Board  
Secretary/Treasurer: Eric Gordon, Cleveland CEO  
Immediate Past-Chair: Felton Williams, Long Beach School Board

### MEMBERS

Thomas Ahart, Des Moines Superintendent  
Juan Cabrera, El Paso Superintendent  
Richard Carranza, Houston Superintendent  
Sharon Contreras, Guilford County Superintendent  
Paul Cruz, Austin Superintendent  
Allegra “Happy” Haynes, Denver School Board  
Michael Hinojosa, Dallas Superintendent  
William Hite, Philadelphia Superintendent  
Barbara Jenkins, Orange County Superintendent  
Lacey Merica, Omaha School Board  
Barbara Nevergold, Buffalo School Board  
Michael O’Neill, Boston School Committee  
Ashley Paz, Fort Worth School Board  
Elisa Snelling, Anchorage School Board  
Susan Valdes, Hillsborough County School Board  
Van Henri White, Rochester School Board  
Darrel Woo, Sacramento School Board  
Paula Wright, Duval County School Board

*Vacancy*

*Vacancy*

### *Ex Officio*

Deborah Shanley, Lehman College Interim Dean

COUNCIL OF THE GREAT CITY SCHOOLS  
EXECUTIVE COMMITTEE  
FY 2017-18

|                         | ADDRESS  | TELEPHONE               | FAX                     | E-MAIL   |
|-------------------------|--|-------------------------|-------------------------|--|
| <b>OFFICERS:</b>        |  |                         |                         |  |
| DRIVER, DARIENNE        | Milwaukee Public Schools<br>5225 W. Vliet Street<br>Milwaukee, WI 53201-2181           | District (414) 475-8002 |                         | <a href="mailto:driverdb@milwaukee.k12.wi.us">driverdb@milwaukee.k12.wi.us</a><br><a href="mailto:pittsrt@milwaukee.k12.wi.us">pittsrt@milwaukee.k12.wi.us</a>   |
| FELDMAN, LAWRENCE       | Miami-Dade County PS<br>1450 NE 2nd Ave Rm 700<br>Miami, FL 33132                      | Sch Bd (305) 995-1334   | Sch Bd (305) 995-2550   | <a href="mailto:lfeldman@dadeschools.net">lfeldman@dadeschools.net</a><br><a href="mailto:JFals-Chew@dadeschools.net">JFals-Chew@dadeschools.net</a>   |
| GORDON, ERIC            | Cleveland Municipal SD<br>11111 Superior Avenue E<br>Suite 1800<br>Cleveland, OH 44114 | District (216)-838-0020 | District (216) 574-2140 | <a href="mailto:Eric.Gordon@ClevelandMetroSchools.org">Eric.Gordon@ClevelandMetroSchools.org</a><br><a href="mailto:Holly.Reed@ClevelandMetroSchools.org">Holly.Reed@ClevelandMetroSchools.org</a>                     |
| WILLIAMS, FELTON        | Long Beach Unified SD<br>1515 Hughes Way<br>Long Beach, CA 90810                       | Sch Bd (562) 997-8240   | Sch Bd (562) 997-8280   | <a href="mailto:FeltonW@aol.com">FeltonW@aol.com</a><br><a href="mailto:lrdriguez@lbschools.net">lrdriguez@lbschools.net</a>   |
| <b>MEMBERS:</b>         |  |                         |                         |  |
| AHART, THOMAS           | Des Moines Public Schls<br>2323 Grand Avenue<br>Des Moines, IA 50312                   | District (515) 242-7766 | District (515) 242-7679 | <a href="mailto:thomas.ahart@dmschools.org">thomas.ahart@dmschools.org</a><br><a href="mailto:superintendent@dmschools.org">superintendent@dmschools.org</a>   |
| CABRERA, JUAN           | El Paso Independent SD<br>6531 Boeing Drive<br>El Paso, TX 79925                       | District (915) 230-2577 | District (915) 230-0575 | <a href="mailto:superintendent@episd.org">superintendent@episd.org</a><br><a href="mailto:excarra1@episd.org">excarra1@episd.org</a>   |
| CARRANZA, RICHARD       | Houston Indep Sch Dist<br>4400 West 18th Street<br>Houston Indep Sch Dist              | District (713) 892-6300 | District (713) 892-6061 | <a href="mailto:Richard.Carranza@houstonisd.org">Richard.Carranza@houstonisd.org</a><br><a href="mailto:ilujan@houstonisd.org">ilujan@houstonisd.org</a>   |
| CONTRERAS, SHARON       | Guilford County Schools<br>712 N. Eugene Street<br>Greensboro, NC 27401                | District (336) 370-8992 | District (336) 370-8299 | <a href="mailto:contres@qcsnc.com">contres@qcsnc.com</a><br><a href="mailto:hernann2@qcsnc.com">hernann2@qcsnc.com</a>   |
| CRUZ, PAUL              | Austin Independent SD<br>1111 West 6th Street, A420<br>Austin, TX 78703                | District (512) 414-2482 | District (512) 414-1486 | <a href="mailto:pcruz@austinisd.org">pcruz@austinisd.org</a><br><a href="mailto:paul.cruz@austinisd.org">paul.cruz@austinisd.org</a><br><a href="mailto:superintendent@austinisd.org">superintendent@austinisd.org</a> |
| HAYNES, ALLEGRA "HAPPY" | Denver Public Schools<br>1860 Lincoln St, 12th Fl<br>Denver, CO 80203                  | District (720) 423-3210 | Disrict (720) 423-3216  | <a href="mailto:happy_haynes@dpsk12.org">happy_haynes@dpsk12.org</a><br><a href="mailto:Ramona_Lewis@dpsk12.org">Ramona_Lewis@dpsk12.org</a>   |
| HINOJOSA, MICHAEL       | Dallas Ind School Dist<br>3700 Ross Ave., Suite 114<br>Dallas, TX 75204                | District (972) 925-3200 | Disrict (972) 925-3201  | <a href="mailto:hinojosam@dallasisd.org">hinojosam@dallasisd.org</a><br><a href="mailto:arodriguez@dallasisd.org">arodriguez@dallasisd.org</a>   |
| HITE, WILLIAM JR.       | Philadelphia Public Schls<br>400 North Broad St, Ste 301<br>Philadelphia, PA 19130     | District (215) 400-4100 | District (215) 400-4103 | <a href="mailto:hite@philasd.org">hite@philasd.org</a><br><a href="mailto:dpwilliams@philasd.org">dpwilliams@philasd.org</a>   |

COUNCIL OF THE GREAT CITY SCHOOLS  
EXECUTIVE COMMITTEE  
FY 2017-18

|                          | ADDRESS   | TELEPHONE                                    | FAX                      | E-MAIL   |
|--------------------------|---|--|--------------------------|--|
| JENKINS, BARBARA         | Orange County Public Sch<br>445 West Amelia Street<br>Orlando, FL 32801-1127            | District (407) 317-3265                      | District (407) 317-3355  | <a href="mailto:barbara.jenkins@ocps.net">barbara.jenkins@ocps.net</a><br><a href="mailto:susan.adams@ocps.net">susan.adams@ocps.net</a>             |
| MERICA, LACEY            | Omaha Public Schools<br>3215 Cuming Street<br>Omaha, NE 68131                           | District (402) 557-2101                      | District (402) 557-2109  | <a href="mailto:lacey.merica@ops.org">lacey.merica@ops.org</a>   |
| NEVERGOLD, BARBARA       | Buffalo Public Schools<br>984 Parkside Avenue<br>Buffalo, NY 14216                      | Sch Bd (716) 225-8074                        | Sch Bd (716) 851-3937    | <a href="mailto:banevergold@buffaloschools.org">banevergold@buffaloschools.org</a><br><a href="mailto:bnevergold@gmail.com">bnevergold@gmail.com</a> |
| O'NEILL, MICHAEL         | Boston Public Schools<br>2300 Washington Street<br>Roxbury, MA 02119                    | District (617) 947-2967<br>(617) 635-9014    | (617) 635-9689           | <a href="mailto:moneill@agency451.com">moneill@agency451.com</a>   |
| PAZ, ASHLEY              | Fort Worth ISD<br>2000 Hurley Avenue<br>Fort Worth, TX 76110                            | Sch Bd (817) 814-1920<br>Cell (817) 965-1253 | Sch Board (817) 814-1925 | <a href="mailto:ashley.paz@fwisd.org">ashley.paz@fwisd.org</a>   |
| SNELLING, ELISA          | Anchorage School District<br>5530 E Northern Lights Blvd.<br>Anchorage, AK 99504        | Sch Bd (907) 742-4312                        | Sch Bd (907)742-4318     | <a href="mailto:snelling_elisa@asdk12.org">snelling_elisa@asdk12.org</a><br><a href="mailto:grant_katy@asdk12.org">grant_katy@asdk12.org</a>         |
| VALDES, SUSAN            | Hillsborough Cty Pub Sch<br>901 East Kennedy Blvd<br>Tampa, FL 33602                    | Sch Bd (813) 272-4052                        | Sch Bd (813) 272-4022    | <a href="mailto:Svaldes@sdhc.us">Svaldes@sdhc.us</a>   |
| WOO, DARREL              | Sacramento City USD<br>15 Reef Court<br>Sacramento, CA 95831                            | Sch Bd (916) 201-3192                        |                          | <a href="mailto:darrel-woo@scusd.edu">darrel-woo@scusd.edu</a>   |
| WHITE, VAN HENRI         | Rochester City School Dist<br>131 West Broad Street<br>Rochester, NY 14614              | Sch Bd (585) 262-8525                        | Sch Bd (585) 262-8381    | <a href="mailto:Van.White@thelegalbrief.com">Van.White@thelegalbrief.com</a>   |
| WRIGHT, PAULA            | Duval County Public Schls<br>1701 Prudential Drive - Room 642<br>Jacksonville, FL 32207 | Sch Bd (904 )390-2374                        | Sch Bd (904) 390-2237    | <a href="mailto:wrightp@duvalschools.org">wrightp@duvalschools.org</a><br><a href="mailto:maycottc@duvalschools.org">maycottc@duvalschools.org</a>   |
| <b>EX-OFFICIO MEMBER</b> |   |  |                          |  |
| SHANLEY, DEBORAH         | School of Education<br>Lehman College<br>250 Bedford Park Blvd, West<br>Bronx, NY 10468 | Cell (203) 917-0818<br>Office (718) 960-6777 | Univ (718) 960-7855      | <a href="mailto:deborah.shanley@lehman.cuny.edu">deborah.shanley@lehman.cuny.edu</a>   |



**COUNCIL OF THE GREAT CITY SCHOOLS**  
**Board of Directors (as of March, 2018)**

| <b>CITY</b>                    | <b>SUPERINTENDENTS</b>      | <b>BOARD MEMBERS</b>   |
|--------------------------------|-----------------------------|------------------------|
| Albuquerque                    | Raquel Reedy                | David Percy            |
| Anchorage                      | Deena Bishop                | Elisa Snelling         |
| Arlington                      | Marcelo Cavazos             | Aaron Reich            |
| Atlanta                        | Meria Carstarphen           | Leslie Grant           |
| Austin                         | Paul Cruz                   | Kendall Pace           |
| Baltimore                      | Sonja Santelises            | Martha James-Hassan    |
| Birmingham                     | Lisa Herring                | Cheri A. Gardner       |
| Boston                         | Tommy Chang                 | Michael O'Neill        |
| Bridgeport                     | Aresta Johnson              | Dennis Bradley         |
| Broward Co.                    | Robert W. Runcie            | Laurie Rich Levinson   |
| Buffalo                        | Kriner Cash                 | Barbara Nevergold      |
| Charlotte-Mecklenburg          | Clayton Wilcox              | Mary T. McCray         |
| Chicago                        | Janice K. Jackson           | Jaime Guzman           |
| Cincinnati                     | Laura Mitchell              | Ericka Copeland-Dansby |
| Clark County                   | Pat Skorkowsky              | Linda P. Cavazos       |
| Cleveland                      | Eric Gordon                 | Denise Link            |
| Columbus                       | John D. Stanford (Interim)  | Gary Baker II          |
| Dallas                         | Michael Hinojosa            | Lew Blackburn          |
| Dayton                         | Elizabeth Lolli (Acting)    | William E. Harris      |
| Denver                         | Tom Boasberg                | Allegra "Happy" Haynes |
| Des Moines                     | Thomas Ahart                | Cindy Elsbernd         |
| Detroit                        | Nikolai Vitti               | Steven Rhodes          |
| Duval County                   | Patricia Willis             | Paula Wright           |
| El Paso                        | Juan Cabrera                | Dori Fenenbock         |
| Fort Worth                     | Kent P. Scribner            | Ashley Paz             |
| Fresno                         | Robert Nelson               | Valerie Davis          |
| Guilford County                | Sharon Contreras            | Linda Welborn          |
| Hawaii Department of Education | Christina Kishimoto         | Lance Mizumoto         |
| Hillsborough County            | Jeff Eakins                 | Susan Valdes           |
| Houston                        | Richard Carranza            | Diana Davila           |
| Indianapolis                   | Lewis Ferebee               | Michael O'Connor       |
| Jackson                        | Freddrick Murray (Interim)  | Rickey Jones           |
| Jefferson County               | Martin Pollio               | Diane Porter           |
| Kansas City                    | Mark Bedell                 | Ajia Morris            |
| Long Beach                     | Christopher Steinhauser     | Felton Williams        |
| Los Angeles                    | Vivian Ekchian (Interim)    | Kelly Gonez            |
| Miami-Dade County              | Alberto Carvalho            | Lawrence Feldman       |
| Milwaukee                      | Darienne Driver             | Mark Sain              |
| Minneapolis                    | Ed Graff                    | Siad Ali               |
| Nashville                      | Shawn Joseph                | JoAnn Brannon          |
| Newark                         | A. Robert Gregory (Interim) | Marques-Aquil Lewis    |
| New Orleans                    | Henderson Lewis Jr.         | N/A                    |
| New York City                  | Carmen Fariña               | N/A                    |
| Norfolk                        | Melinda Boone               | Rodney Jordan          |
| Oakland                        | Kyla Johnson-Trammell       | Nina Senn              |
| Oklahoma City                  | Rebecca Kaye (Acting)       | Paula Lewis            |
| Omaha                          | Mark A. Evans               | Lacey Merica           |
| Orlando                        | Barbara Jenkins             | William Sublette       |
| Palm Beach County              | Robert Avossa               | Marcia Andrews         |
| Philadelphia                   | William R. Hite, Jr.        | Joyce Wilkerson        |

Pinellas County  
Pittsburgh  
Portland  
Providence  
Richmond  
Rochester  
Sacramento  
St. Louis  
St. Paul  
San Antonio  
San Diego  
San Francisco  
Santa Ana  
Seattle  
Shelby County (Memphis)  
Toledo  
Tulsa  
Washington, D.C.  
Wichita

Michael Grego  
Anthony Hamlet  
Guadalupe Guerrero  
Christopher Maher  
Jason Kamras  
Barbara Deane-Williams  
Jorge Aguilar  
Kelvin Adams  
Joe Gothard  
Pedro Martinez  
Cindy Marten  
Vincent Matthews  
Stefanie P. Phillips  
Larry Nyland  
Dorsey E. Hopson, II  
Romules L. Durant  
Deborah Gist  
Amanda Alexander (Interim)  
Alicia Thompson

Peggy O'Shea  
Sylvia Wilson  
Julie Esparza Brown  
Nicholas Hemond  
Dawn Page  
Van Henri White  
Darrel Woo  
Daranetta Clinkscale  
Zuki Ellis  
Patti Radle  
Kevin Beiser  
Mark Sanchez  
TBD  
Jill Geary  
Kevin Woods  
Polly Taylor-Gerken  
Suzanne Schreiber  
N/A  
Ron Rosales

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **Staff**

Michael Casserly, Executive Director  
Teri Trinidad, Director of Administration, Finance & Conferences  
Alisa Adams, Finance Manager  
Marilyn Banks, Administrative Assistant  
Terry Tabor, Conference Manager  
Alexis Vann, Administrative and Conference Specialist  
Jeff Simering, Director of Legislation  
Julie Beth Halbert, Legislative Counsel  
Manish Naik, Legislative Manager  
Gabriela Uro, Director of ELL Policy & Research  
David Chi-Wai Lai, Special Projects Manager  
Henry Duvall, Director of Communications  
Tonya Harris, Communications Manager  
Darrell Robinson, Communications Specialist  
Raymond Hart, Director of Research  
Renata Lyons, Research Manager  
Moses Palacios, Legislative and Research Manager  
Ashley Ison, Research and ELL Policy Specialist  
Eric Vignola, Programmer/Technology Specialist  
Ricki Price-Baugh, Director of Academic Achievement  
Denise Walston, Director of Mathematics  
Robin Hall, Director of Language Arts and Literacy  
Robert Carlson, Director of Management Services  
Michell Yorkman, Special Projects Manager  
Amanda Corcoran, Special Projects Manager

# MINUTES

**EXECUTIVE COMMITTEE**

**COUNCIL OF THE GREAT CITY SCHOOLS  
MINUTES  
EXECUTIVE COMMITTEE MEETING  
Orlando, FL  
January 20, 2018**

**Saturday, January 20, 2018**

Present:

Officers:

Darienne Driver, Chair, Milwaukee Superintendent  
Lawrence Feldman, Chair-elect, Miami-Dade School Board  
Eric Gordon, Secretary/Treasurer, Cleveland CEO  
Felton Williams, Immediate Past Chair, Long Beach School Board

Members:

Tom Ahart, Des Moines Superintendent  
Juan Cabrera, El Paso Superintendent  
Sharon Contreras, Guilford County Superintendent  
Paul Cruz, Austin Superintendent  
Allegra Haynes, Denver School Board  
Michael Hinojosa, Dallas Superintendent  
William Hite, Philadelphia Superintendent  
Barbara Jenkins, Orange County Superintendent  
Aurora Lora, Oklahoma City Superintendent  
Lacey Merica, Omaha School Board  
Barbara Nevergold, Buffalo School Board  
Michael O'Neill, Boston School Board  
Ashley Paz, Fort Worth School Board  
Elisa Snelling, Anchorage School Board  
Susan Valdes, Hillsborough County School Board  
Paula Wright, Duval County School Board

Absent:

Richard Carranza, Houston Superintendent  
Michelle King, Los Angeles Superintendent  
Deborah Shanley, Brooklyn College, CUNY Dean

Darienne Driver, Chair of the Board of Directors and Milwaukee superintendent, called the meeting to order at 8:00 am. Present members introduced themselves and a quorum was established.

## Minutes

Darienne Driver presented the minutes of the October 19, 2017 meeting of the Executive Committee and the October 21, 2017 meeting of the Board of Directors at the Annual Conference in Cleveland. A motion to approve the minutes passed by voice vote.

## Legislation

Jeff Simering, Director of Legislation, and Manish Naik, Legislative Manager, briefed the committee on legislative issues and developments. Both concluded that we were in better shape legislatively than we expected to be a year ago. Much of the first year of the Trump administration focused on health care reform and the tax bill but not education. Still, the Council was very active in opposing both the roll back of the Affordable Care Act and the tax bill. Ultimately, we and others were successful in blocking repeal of the ACA and defeating the elimination of the state and local tax deduction in the tax bill. The only parts of the tax bill that we were not able to block was a provision that expanded 529 accounts to cover private school tuition and other language that repealed various school construction bonding provisions.

This year—2018—is an election year, so many of the proposed entitlement cuts will probably not pass. DACA, however, will continue to be an issue. Casserly called the committee's attention to the fact that the Council had a special members-only website that had DACA tools. DACA is likely to get caught up in the continuing resolution, and it is set to expire on March 5 unless Congress acts to extend or modify it. In addition to DACA, however, the continuing resolution will have to resolve defense versus domestic spending caps, provide hurricane and other disaster relief, and decide individual program spending levels.

Simering called attention in the committee materials to changes in member district poverty levels, which might affect Title I allocations, except that poverty levels nationally seemed to have gone down more than that of urban districts. The result may be increases in some districts.

Other federal legislation—such as the higher education reauthorization, teacher loan forgiveness, the Perkins CTE extension, and Pell grants—may also move this year, except that changes in these laws are not likely to be dramatic.

In early February we will see President Trump's second year budget request for FY 2019. The Council anticipates that the budget request may include infrastructure funding, but the organization expects that the request will not include extensive funding, and it may not initially include schools at all. School facilities legislation has been proposed in both the House and Senate, but these bills are largely Democratic led. Discussion followed on the data the organization needs to collect to make the case for school funding and to be ready should a bill begin moving.

Simering then summarized the Department of Education's deregulation initiative. The organization is working with the department on various cost savings provisions, but it remains to be seen how far the department will go.

## Nominations

There were two vacancies on the Executive Committee because of Ronald Lee, School Board Member from Dayton, and Marnell Cooper, School Board Member from Baltimore, stepping down last year. The Board Chair nominated Darrel Woo (Sacramento School Board Member) and Don Samuels (Minneapolis School Board Member) to fill these vacancies. However, Don Samuels was replaced as the board representative to the Council, so he is no longer eligible for the Committee. In his place, the chair nominated Van Henri White, a school board member from Rochester. Approval of the two new Executive Committee nominations passed by voice vote.

## Membership

Larry Feldman, Chair-elect and Miami-Dade County school board president, gave the report of the Membership Subcommittee. Puerto Rico applied for membership and appeared to meet all population and demographic criteria. The only issue was whether to waive membership dues for the first year.

A motion to accept Puerto Rico as a new member passed by voice vote.

A motion to waive Puerto Rico's membership dues—only for the first year, with a review after this initial period— was proposed.

A motion to amend this motion to waive Puerto Rico's membership dues until such a time as the Executive Committee determined that they were financially able to pay dues was also offered.

A motion to further amend this motion to specify that the committee would review Puerto Rico's financial situation every three years was proposed.

A motion to accept the motion as amended passed by a voice vote.

## By-Laws

The By-Laws Subcommittee indicated that it may want to meet to consider any needed by-laws changes considering the strategic planning session yesterday. The By-Laws Subcommittee may also need to review the organization's dues authority, given the discussion on Puerto Rico.

## Audit

Eric Gordon, Secretary/Treasurer and Cleveland schools' CEO, gave the audit report. The materials included the draft audit report for FY2016-17. Gordon applauded Council staff for a clean audit report. Gordon described the organization's assets and liabilities as holding steady with some gains in investments. At the same time, the organization was spending down its temporarily restricted accounts. The auditors made several recommended changes in journal entries, which were made, but the auditor's notes did not contain any notable remarks.



The audit materials indicated that the organization experienced a \$348K surplus for the year and had \$10.3 million in net carryover.

The audit materials also included an update on membership dues. Only three districts other than New Orleans were not able to pay their dues for 2016-17—Charleston, Santa Ana, and Newark. Santa Ana, however, has paid its 2017-18 dues. Staff are in discussions with Newark, but Charleston may be dropping its membership.

Moreover, materials included spending and revenue figures for the 2017-18 program year--through December 31. Overall, the organization was on track to meet budget projections and remain in balance as proposed.

In addition, asset allocations were provided for the first six months, and data showed that the organization was within its targets.

The materials also provided the proposed budget for FY2018-19. Dues for 2018-19 reflected a national CPI increase of 2.2%.

A motion to approve the audited report for FY16-17 and the 2018-19 budget passed by voice vote.

#### Conferences and Meetings

Michael Casserly, the organization's executive director, presented the meeting lineup for the remainder of 2018, and reviewed the evaluations of the 2017 annual conference in Cleveland, which were very positive.

Committee materials included the registration brochure for the upcoming Legislative and Policy Conference in Washington, DC. This meeting will also be accompanied by a job-alike meeting of the Council's special education directors.

The summer Executive Committee meeting will be held in Anchorage, July 20-21, and the annual fall conference will be in Baltimore. Casserly indicated that he had arranged for Michelle Alexander (author of *The New Jim Crow*) and Khizr Khan (Gold Star father and champion of the Constitution) to be speakers. An invitation had also been extended to President Obama.

The 2019 annual conference will be held in Louisville, KY. And the organization received applications from five districts—Philadelphia, Dallas, El Paso, Indianapolis, and Pittsburgh—to host the 2020, 2021, and 2022 annual conferences. Committee members from Philadelphia, Dallas, and El Paso offered further details. The officers will circle back with Indianapolis and Pittsburgh before deciding on 2020 and subsequent years.

#### Communications

Casserly reviewed recent articles, press releases, and official statements that the Council had released over the past few months.

Casserly then reviewed the Baltimore situation, the rising presence of Sinclair Publishing, and its announcement that they would be expanding into more urban markets with investigative stories and more staffing in the months and years to come. Casserly indicated that Council staff were already discussing the situation with member PREs and developing a preliminary game-plan in response.

Communications also included sample one-pagers, designed to tell short positive stories about urban public schools.

### Research

An overview of Council research activities was provided in committee materials. The section began with information on TUDA. Casserly pointed out that the 2017 TUDA data had been delayed, but results would finally be released on April 10.

The materials also provided the latest draft of a special analysis of NAEP data, looking at how well districts were overcoming the effects of poverty and other barriers on student achievement. Casserly reminded the committee of the discussion about the draft in Cleveland. Casserly asked for guidance from the Committee. Members agreed to present all data, including that on charters and private schools, and message the release very carefully with the districts that are included in the report.

The research section of the materials also included draft profiles of Boston, Chicago, and DC, describing the role common core may have played in boosting NAEP performance. Casserly indicated that the Council would still like to conduct more detailed case studies on why some districts have shown more progress than others.

Finally, materials included information on a newly-formed NAGB advisory panel composed of Council-member personnel. Materials included a list of panel members.

### Achievement and Professional Development Task Force

Paul Cruz, Austin superintendent, and Paula Wright, Duval County school board member, gave the report of the Achievement Task Force. Wright described the Task Force meeting in Cleveland, which focused on the Nashville balanced literacy pilot project. Cruz pointed out the curriculum framework document, underscoring the importance of aligning instruction to college- and career-readiness standards.

Casserly then indicated that the group was continuing its work on the academic key performance indicators, which will now include more measures on special education. He also informed the group that staff were backlogged on special education reviews, but we were conducting them as fast as possible. Requests had been made from Cleveland, Detroit, Guilford County, Fresno, Omaha, Denver, and Wichita.

The materials also included a draft memo to the Jackson school district on the Council's preliminary review of instructional programming there. A final report should be ready by the March conference.

Casserly then asked the group about what it most wanted to see considering some of the contradictory findings in the membership survey discussed in the strategic planning session. Committee members indicated that at this point reports synthesizing lessons learned and effective practices would be most helpful. Also, the committee suggested that resources and supports were needed to help build the internal capacity of district staff rather than additional tools.

### Males of Color Task Force

Michael Hinojosa, Dallas superintendent, and Bill Hite, Philadelphia superintendent, gave the Males of Color task force report. Hinojosa described the task force meeting in Cleveland and the attention that the issue received.

Casserly was asked for his thoughts on next steps by the task force. He indicated that we should start juxtaposing the data on Males of Color from our academic KPI work and the program annotations that the members were providing to see if some district strategies were producing more progress than other strategies. Members agreed that this would be a positive next step and that the spreadsheet of program descriptions should be updated. Casserly indicated that the KPIs so far showed that progress was being made on attendance, graduation, and AP participation, but that other factors—such as ninth grade course failure rates and Algebra I completion rates—were not showing much progress.

Members then discussed the importance of recruiting and retaining minority male teachers. One suggestion was to launch a survey of our urban colleges of education to gather data on how we could expand this pipeline.

Casserly also noted that the troops-to-teachers program was being phased out, but that the Council was working with a group from the military to authorize a follow-up initiative.

### Bilingual Education

Ashley Paz, Fort Worth school board member, gave the report of the Bilingual Education task force. She described several large projects being undertaken in this area. Casserly provided additional details on the video-based professional development platform that the organization was finishing and the status of the joint ELL materials purchasing project. Sharon Contreras, Guilford County superintendent, indicated that they were using the platform to good effect.

Committee materials also included preliminary ELL survey results.

### Leadership, Governance, and Management

Michael O'Neill, Boston school committee chair, and Barbara Jenkins, Orange County superintendent, gave the report for the Leadership, Governance, and Management Task Force. The first item included an update on the urban education institute. AJ Crabill was conducting interviews of staff and the membership on priorities, how the institute should be funded, the planning process, next steps, etc. Preliminary results indicated that the effort should target superintendents, school board members, deputies, and cabinet level leaders.

O'Neill indicated that the organization was also discussing the possibility of partnering with a university. Harvard's PELP program was offered as one possible partner we could think about.

The second item from the task force included an update on disaster relief efforts. In addition to work on behalf of Houston, Casserly led a team to Puerto Rico to conduct building assessments. The report on their findings was included in committee materials. The organization has now been asked to assemble a team from Florida to provide professional development on facilities management.

Hinojosa then offered to come to D.C. ahead of the upcoming legislative conference to share materials that Dallas had developed around effective superintendent searches.

Two recent operational reviews were also included in the materials. Finally, committee materials included a sample district information request on school start times. Eric Gordon indicated that he was a frequent user of this service.

#### Finance

No report.

The Chair adjourned the meeting at 2:50 pm.

Respectfully submitted:

Michael Casserly  
Executive Director

**BOARD OF DIRECTORS**

**COUNCIL OF THE GREAT CITY SCHOOLS MINUTES  
BOARD OF DIRECTORS MEETING  
CLEVELAND, OH  
OCTOBER 21, 2017**

Darienne Driver, Chair of the Board of Directors, called the meeting to order at 8:51 am. Present members introduced themselves, and a quorum was established.

Minutes

Darienne Driver presented the minutes of the March 12, 2017 meeting of the Board of Directors in Washington, DC, and the July 21-22, 2017 meeting of the Executive Committee in Portland, OR. A motion to approve the minutes passed by voice vote.

Annual Reports

Board materials included both the organization's annual report as well as a sample individualized district report that detailed the organization's activities and membership benefits and services.

A motion to approve the 2016-17 Annual Report passed by voice vote.

Conferences and Meetings

Michael Casserly, executive director, presented the lineup of meetings for the remainder of 2017. The materials also included a preliminary list of 2018 conferences and meetings. Next year the annual conference will be held October 24-28 in Baltimore, MD, and 2019 will be held in Louisville, KY. Staff will be sending out an RFP to the membership in the coming weeks soliciting interest in hosting the fall conference in 2020 and beyond.

Legislation

Jeff Simering, the director of legislation, updated the board on legislative developments in Washington. The presentation began with an overall assessment of the climate in the nation's capital and where the organization was able to find common ground with the new Trump administration and where we could not.

The legislative section of the Board materials included letters and memos to Capitol Hill, correspondence with various education committees and federal agencies, formal and informal comments on regulations, fact sheets, and outreach messages to the membership around various legislative issues, FAQs, and an analysis of the *Endrew F.* supreme court decision. Simering called the board's attention to a memo sent to member district superintendents in May outlining the major challenges the organization would be facing this year. The memo covered items like healthcare reform and Medicaid funding cuts, which, as the fourth largest source of federal funding for urban schools, was a critical fight for urban education leaders. The legislative battles over the summer resulted in the defeat of Medicaid cuts, and subsequent health care proposals have not included any further language on Medicaid.

In addition, there are several other controversial issues on the docket over the next few months. These included DACA authorization legislation and disaster assistance bills, along with an upcoming budget resolution and appropriations bills that will need to be dealt with.

At this point, tax reform was the highest priority for this congress and administration. Simering laid out the relevance of tax reform for school districts, and exhorted members to pay close attention to developments in this area. The Council will be reaching out and engaging the membership over the coming weeks, so members were advised to stay prepared to act.

Casserly then reiterated the fact that this administration has been largely ineffective to date legislatively, but that between now and the holidays there would be substantial challenges on the Hill. He also indicated that 2018 would be a pivotal year.

Members of the board indicated that the Council's legislative advocacy and information had been useful and well targeted, and encouraged the organization to continue its efforts and outreach.

### Communications

Casserly invited board members to let us know if our media outreach or editorializing was not reflecting their interests or positions or meeting their needs. He then reviewed recent Council statements and press releases, as well as a sample of recent articles and editorials.

Board materials also provided an update on the group's social media presence. The organization has been trying to be much more aggressive on this front. In fact, the Council saw a dramatic increase in twitter traffic at this conference, thanks in part to Bill Gates' keynote address and other high-profile speakers and events.

Communications materials also included the results of a survey of member district public relations offices, a copy of a recent award of merit, along with a full list of media awards the organization has received, and the latest edition of *The Urban Educator*.

### Research

The Board materials provided an overview of the research work of the organization. Discussion started with the new academic KPIs. These data were the result of a five-year effort to identify, collect, and analyze indicators of academic progress. The organization already has a well-developed set of operational, non-academic KPIs, and these new academic KPIs extend that work into the instructional realm. This year, the organization collected three years of data across all member districts. Casserly reviewed the various topical areas where data were collected, including indicators such as pre-K enrollment data, reading and math TUDA scores (for TUDA participants), absenteeism, suspension rates, and secondary grade-level indicators, including the percent of 9<sup>th</sup> graders failing one or more courses, graduation rates, Algebra I completion rates, etc. These data are unique and can be disaggregated by student group and year. The next goal is to digitize the data, so members can more readily access and analyze results.

Board members had several suggestions. One member suggested identifying not only districts with the highest performance, but districts making the fastest gains. Casserly agreed, and the project team will work to develop quartile measures on growth or rates of improvement as well as status.

Members also discussed including additional socioemotional measures. Casserly explained that this was something the group struggled with in the first iteration of these KPIs. But as the data get better, the potential for including these types of measures will grow.

Alberto Carvalho, superintendent of the Miami-Dade County schools, asked about the use of indicators for equity purposes and how they would incorporate NAEP results. Casserly responded by describing a proposal the Council was writing to NAGB to set up a standing advisory committee of superintendents and council member staff to provide feedback and guidance on things such as equity and NAEP data. He also described how the new KPIs were crafted to assess progress on the Council's pledge on males of color.

Other potential indicators suggested by board members included certifications for career and technical education, college-credit earning by high school students, and dual credit coursework. Casserly indicated that the group had collected data on some of these topics, but weren't confident yet in their quality.

Discussion then turned to the Council's draft NAEP analysis report, provided in the Board materials. This analysis identified districts that had overcome the well documented effects of poverty and other barriers on student outcomes and achievement, comparing urban public schools to private schools, charters, and public schools throughout the nation.

Preliminary results showed that district urban schools were doing better than one would expect statistically, and were doing better statistically than the average public school nationwide at overcoming these barriers. Moreover, urban public schools were doing better than private schools at overcoming the effects of poverty and other factors. And better than charter schools in fourth grade reading and math, but not in eighth grade reading and math. Casserly also noted that the data showed that demographic trends among charter schools were changing—generally skewing toward higher income students and students with families with higher levels of parent education. (The analysis was not able to separate district from independent charters.)

In addition, the analysis asked *which* of our districts were rising above statistical expectations and which ones were not. The group then reviewed the charts that presented these data.

Casserly asked members to share any concerns or comments they had. Members then discussed the data, and possible indicators to include moving forward, as well as more ways to discern/disaggregate data, included breaking data down by state.

The discussion then turned to how to release, disseminate, and communicate the findings. The Board generally agreed with the suggestion of presenting the data in a neutral way—presenting data that was both good and bad about urban school performance and progress.



A few members suggested taking more time to determine how to best present the results, given the different state contexts of member districts.

A motion was introduced and seconded to move forward with the release of report, but to delegate to officers a decision on the timing of the release until after the organization had reached out to the membership to strategize around communications and messaging, and had a chance to incorporate any changes to the language of the report to address concerns.

The motion passed by a show of hands. Two members opposed.

### Task Force on Males of Color

The Executive Committee formed a new task force in July around the Council's work on males of color. The Board materials for this section included a report entitled *Excellence for All*, based on findings from the males of color conference that was held earlier this year.

### Achievement and Professional Development Task Force

Deb Shanley gave the report of the Achievement Task Force. At the task force meeting, the group devoted considerable time to discussing the new academic KPIs. There was also a presentation summarizing themes emerging from the organization's various instructional support team visits. In addition to Council staff presentations, the superintendent from Pittsburgh, Anthony Hamlet, presented his perspective as a participant in the process of one such strategic support team review. Discussion also touched on the Nashville balanced literacy pilot program, including a presentation by district and Council staff.

Board materials also provided a catalog of tools available to districts to assist in the implementation of college- and career-readiness standards, including two recent resources—the *Indicators of Success* (an implementation self-assessment) and *Supporting Excellence*, a framework for designing and supporting a strong standards-aligned curriculum.

Finally, materials included information on a series of computer-science webinars—one of which was scheduled for Oct. 23—and a flyer for the annual research and curriculum meeting. Deb Shanley thanked the academic and research teams for their outstanding work.

### Bilingual Task Force

Ashley Paz, Fort Worth school board member, asked Gabriela Uro, the Council's bilingual director, to give the report of the Bilingual Task Force. Two major projects were discussed. The first was the instructional materials joint procurement project. An RFP was released on September 8<sup>th</sup> by the lead district, Los Angeles. The Council was now undergoing a rigorous selection process. By November, the group will make its final selection of publishers willing to work with the Council on revising their ELL math materials. The next year will then be devoted to developing high quality materials, which should be available by November 2018.

The second main project the ELL staff was working on involved an online professional development platform, with coursework focused specifically on academic language development. An informational brochure was available in the Board materials.

In addition to these two projects, the Bilingual education task force spent time discussing DACA. The Council issued a statement in support of DACA and has made our position known to Congress and the press.

Finally, Gabriela Uro issued a last call for districts to submit responses to the ELL survey. This survey had been in the field for eight months, and is the only instrument that gathers data on ELLs in our urban districts. A list of districts that had responded to date was provided in the materials.

### Leadership, Management, and Governance Task Force

Michael O’Neill, president of the Boston school committee, gave the report of the Leadership, Management, and Governance Task Force. The leadership section of the Board materials started with a draft school board governance tool. Materials also contained newly-released booklets on internal auditing and cyber security. Both reports were well received at the task force meeting.

The latest *Managing for Results* report, which contains the organization’s non-instructional KPI data, was also released at this conference, and described by Mr. O’Neill.

Finally, Board materials provided sample reports from some recent SSTs. These included a review of the procurement system in Shelby County, a review of the organizational structure and staffing in Dayton, and reports on transportation and IT in San Antonio.

There was also considerable discussion at the Leadership Task Force meeting around the training and professional development resources needed by both new and longstanding board members, as well as specialized resources for board presidents. One Board member suggested that the Council host a job-alike session at next year’s fall conference devoted to this issue of board governance and leadership development. The group also discussed expanding the Council’s on-site board training visits to include board members from other member districts, so boards could learn from their peers in other cities.

### Finance Task Force

No report.

### Membership

Larry Feldman, the Council’s chair-elect, gave the report for the membership committee. As of the last Executive Committee meeting in July, three districts had applied for membership in the organization—Peoria, Garland, TX, and Aurora, CO. The subcommittee reviewed all bylaws dealing with membership, and Peoria and Garland did not meet the membership criteria.

Aurora, CO, however, did meet the criteria, and a vote was taken to accept them into the Council. However, when Council staff followed up with them after the meeting, they were informed that they could not pay the membership dues, so Aurora's membership was placed on hold.

Feldman then updated the group on the status of the membership of Toronto. The Board had voted previously to extend an invitation to Toronto to join as the first international member. However, in response to President Trump's travel ban, the city of Toronto passed a resolution barring travel to the U.S., so Toronto's membership has also been placed on hold.

#### By-Laws

No report.

#### Audit

Eric Gordon, Cleveland schools CEO and secretary/treasurer of the Council, gave the audit report. The Board materials presented the budget for 2016-17. The Executive Committee reviewed these materials in detail at its meeting earlier this week. Materials also included the budget for the current year. The organization was projected to be on track with the adopted budget.

The audit section also listed the status of member district dues. Eric Gordon suggested that everyone make sure their districts were current in their dues. He then called the group's attention to two amendments to the personnel handbook—including an introductory statement regarding the purpose of the personnel policy, and a conflict of interest form to be filled out by staff.

Finally, the executive committee had also adopted an amendment to the organization's investment policy clarifying that the group only invests in funds that are consistent with our values and equity goals.

A motion to accept the audit report passed by a voice vote.

In closing, the Board Chair informed the group that the executive committee was the process of developing a strategic plan. The committee would hold a preliminary session at its January meeting in Orlando, FL.

The Board chair then thanked Council staff and the host city of Cleveland for a successful annual conference. The Cleveland school system received enthusiastic applause for its work hosting this year's annual conference. The chair also acknowledged Ronald Lee, board member from Dayton, who was stepping down this year, making this his last Council meeting. Darienne Driver thanked him for his many years of service. Marnell Cooper, board member from Baltimore, was subsequently thanked.

The Chair adjourned the meeting at 12:15 pm.

Respectfully submitted:  
Michael Casserly  
Executive Director

## Executive Committee/Board of Directors Meeting Follow-up Steps

- **Strategic Planning.**
  - In advance of the January session, Board officers agreed to meet by phone and lay out what we are and are not trying to accomplish during January's strategic planning discussion.
  - A SWOT analysis by Council staff was also suggested.
- **NAEP analysis.**
  - A motion passed to move forward with the NAEP analysis, but only after member districts were consulted around communications and messaging.
  - We would then incorporate any changes to the language of the report to address concerns.
  - At that point, Board officers will decide on the timing of the release.
- **Board governance and leadership training.**
  - The committee agreed with a member suggestion to conduct a session on board governance at next year's fall conference, devoted to the issue of developing educational leadership and focus among urban school boards.
  - Members also suggested expanding the Council's on-site board training visits to include board members from other member districts, so board members could learn from their peers in other cities.
- **Academic KPIs.**
  - Development of an online system was discussed as the next step in the KPI work. Staff reported that programming was expected to begin soon.
  - Inclusion of charts identifying not only high performing districts, but districts with the fastest rates of improvement in various areas was suggested.
- **Annual conference location for 2020.**
  - Council staff will issue an RFP to host the 2020 annual conference and beyond.
- **Marshall College Fund proposal.**
  - Members suggested that discussion on the proposal be deferred until the January meeting of the committee.

## **NOMINATIONS**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **Subcommittee on Nominations**

**2017-2018**

Goal: To ratify slate of Officers, to nominate an individual for Secretary/Treasurer, to renew or replace incumbents whose terms on the Executive Committee are expiring and to fill vacancies on the Executive Committee.

### ***Chair***

Felton Williams, Long Beach School Board

### ***Members***

Mary McCray, Charlotte Mecklenburg School Board  
Gary Baker II, Columbus School Board  
Sonja Santelises, Baltimore Superintendent  
Richard Carranza, Houston Superintendent  
Melinda Boone, Norfolk Superintendent  
Pedro Martinez, San Antonio Superintendent

# COUNCIL OF THE GREAT CITY SCHOOLS

## Nominations

The Chair of the Board forwards the following nominations to fill vacancies on the Executive Committee of the Council of the Great City Schools.

### Officers

- 1) Be it resolved: That Lawrence Feldman (Miami-Dade County School Board) serve as Chair of the Board beginning July 1, 2018 and ending June 30, 2019.

#### ACTION BY COMMITTEE

- Approved
- Not Approved

#### AFFIRMED

---

Chair of the Board

- 2) Be it resolved: That Eric Gordon (Cleveland CEO) serve as Chair-Elect of the Board beginning July 1, 2018 and ending June 30, 2019.

#### ACTION BY COMMITTEE

- Approved
- Not Approved

#### AFFIRMED

---

Chair of the Board

- 3) Be it resolved: That Michael O'Neill (Boston School Committee) serve as Secretary/Treasurer of the Board beginning July 1, 2018 and ending June 30, 2019.

#### ACTION BY COMMITTEE

- Approved
- Not Approved

#### AFFIRMED

---

Chair of the Board

- 4) Be it resolved: That Darienne Driver (Milwaukee Superintendent) serve as Immediate Past Chair of the Board beginning July 1, 2018 and ending June 30, 2019.



ACTION BY COMMITTEE

- Approved
- Not Approved

AFFIRMED

---

Chair of the Board

**Vacancies**

- 1) Be it resolved: That Raquel Reedy (Albuquerque Superintendent) fill the vacancy created by Michelle King (Los Angeles Superintendent), whose term was set to expire June 30, 2020.

ACTION BY COMMITTEE

- Approved
- Not Approved

AFFIRMED

---

Chair of the Board

- 2) Be it resolved: That Guadalupe Geurrero (Portland Superintendent) fill the vacancy created by Aurora Lora (Oklahoma City Superintendent), whose term was set to expire June 30, 2019.

ACTION BY COMMITTEE

- Approved
- Not Approved

AFFIRMED

---

Chair of the Board

- 3) Be it resolved: That Valerie Davis (Fresno School Board) serve the unexpired term of Michael O'Neill (Boston School Committee), who has been nominated as Secretary/Treasurer, and whose term expires June 30, 2019.

ACTION BY COMMITTEE

- Approved
- Not Approved

AFFIRMED

---

Chair of the Board

**Confirmation of Appointments**

- 4) Be it resolved: That Van Henri White (Rochester School Board) fill the vacancy created by Ronald Lee (Dayton School Board), whose term was set to expire June 30, 2020.

ACTION BY COMMITTEE

- Approved  
 Not Approved

AFFIRMED

---

Chair of the Board

- 5) Be it resolved: That Darrel Woo (Sacramento School Board) fill the vacancy created by Marnell Cooper (Baltimore School Board), whose term was set to expire June 30, 2019.

ACTION BY COMMITTEE

- Approved  
 Not Approved

AFFIRMED

---

Chair of the Board

**Renewal of Terms**

- 1) Be it resolved: That Paul Cruz (Austin Superintendent) serve a second three-year term ending June 30, 2021.

ACTION BY COMMITTEE

- Approved  
 Not Approved

AFFIRMED

---

Chair of the Board

- 2) Be it resolved: That Elisa Snelling (Anchorage School Board) serve a first three-year term ending June 30, 2021.

**ACTION BY COMMITTEE**

- Approved  
 Not Approved

**AFFIRMED**

---

Chair of the Board

Composition of Executive Committee  
FY2017-2018 as of July 1, 2018<sup>1</sup>

| <b>Region</b> | <b>Male</b> | <b>Female</b> | <b>Board</b> | <b>Supt</b> | <b>Black</b> | <b>Hispanic</b> | <b>White</b> | <b>Other</b> | <b>Totals</b> |
|---------------|-------------|---------------|--------------|-------------|--------------|-----------------|--------------|--------------|---------------|
| East          | 4           | 1             | 3            | 2           | 3            | 0               | 2            | 0            | 5             |
| Southeast     | 1           | 4             | 3            | 2           | 3            | 1               | 1            | 0            | 5             |
| Midwest       | 5           | 4             | 3            | 6           | 2            | 4               | 3            | 0            | 9             |
| West          | 2           | 3             | 3            | 2           | 0            | 2               | 1            | 2            | 5             |
| Totals        | 12          | 12            | 12           | 12          | 8            | 7               | 7            | 2            | 24            |

<sup>1</sup> Including new members

# **APPOINTMENTS BY THE CHAIR, 2017-18**

## **SUBCOMMITTEE CHAIRS AND MEMBERS**

Audit Subcommittee Chair: Eric Gordon, Cleveland CEO  
Paul Cruz, Austin Superintendent  
Michael Hinojosa, Dallas Superintendent  
Ashley Paz, Fort Worth School Board  
Elisa Snelling, Anchorage School Board  
Paula Wright, Duval County School Board

Bylaws Subcommittee Chair: Allegra “Happy” Haynes, Denver School Board  
Juan Cabrera, El Paso Superintendent  
Richard Carranza, Houston Superintendent  
Barbara Jenkins, Orange County Superintendent  
Lacey Merica, Omaha School Board  
Michael O’Neill, Boston School Committee  
Felton Williams, Long Beach School Board

Membership Subcommittee Chair: Larry Feldman, Miami-Dade County School Board  
Thomas Ahart, Des Moines Superintendent  
Sharon Contreras, Guilford County Superintendent  
William Hite, Philadelphia Superintendent  
Barbara Nevergold, Buffalo School Board  
Susan Valdes, Hillsborough County School Board

## **Task Force Chairs**

Achievement and Professional Development Task Force  
Co-Chair: Paul Cruz, Austin Superintendent  
Co-Chair: Paula Wright, Duval County School Board  
Co-Chair: Deborah Shanley, Lehman College of Education Dean

Males of Color Task Force  
Co-Chair: Bill Hite, Philadelphia Superintendent  
Co-Chair: Michael Hinojosa, Dallas Superintendent

Bilingual Task Force  
Co-Chair: Richard Carranza, Houston Superintendent  
Co-Chair: Ashley Paz, Fort Worth School Board

Leadership & Governance Task Force  
Co-Chair: Michael O’Neill, Boston School Committee  
Co-Chair: Barbara Jenkins, Orange County Superintendent

Finance Task Force

Co-Chair: Thomas Ahart, Des Moines Superintendent

Co-Chair: Barbara Nevergold, Buffalo School Board

**SUBCOMMITTEE ON MEMBERSHIP**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **Subcommittee on Membership**

**2017-2018**

### *Subcommittee Goal*

To review criteria and applications for membership, and recruit and retain members.

### *Chair*

Larry Feldman, Miami-Dade County School Board

### *Members*

Thomas Ahart, Des Moines Superintendent  
Sharon Contreras, Guilford County Superintendent  
William Hite, Philadelphia Superintendent  
Barbara Nevergold, Buffalo School Board  
Susan Valdes, Hillsborough County School Board

### *Ex Officio*

Darienne Driver, Milwaukee Superintendent



# COUNCIL OF THE GREAT CITY SCHOOLS

## Membership by Region

October 2017

| East (E)      | Midwest (MW)   | Southeast (SE)     | West (W)      |
|---------------|----------------|--------------------|---------------|
| Boston        | Arlington (TX) | Atlanta            | Albuquerque   |
| Bridgeport    | Austin         | Baltimore          | Anchorage     |
| Buffalo       | Chicago        | Birmingham         | Fresno        |
| Cincinnati    | Dallas         | Broward County     | Hawaii        |
| Cleveland     | Denver         | Charlotte          | Las Vegas     |
| Columbus      | Des Moines     | Guilford County    | Long Beach    |
| Dayton        | El Paso        | Jackson            | Los Angeles   |
| Detroit       | Ft. Worth      | Jacksonville       | Oakland       |
| Newark        | Houston        | Louisville         | Portland      |
| New York City | Indianapolis   | Memphis-Shelby Cty | Sacramento    |
| Philadelphia  | Kansas City    | Miami-Dade County  | San Diego     |
| Pittsburgh    | Milwaukee      | Nashville          | San Francisco |
| Providence    | Minneapolis    | New Orleans        | Santa Ana     |
| Rochester     | Oklahoma City  | Norfolk            | Seattle       |
| Toledo        | Omaha          | Orlando            |               |
|               | San Antonio    | Palm Beach         |               |
|               | St. Louis      | Richmond           |               |
|               | St. Paul       | St. Petersburg     |               |
|               | Tulsa          | Tampa              |               |
|               | Wichita        | Washington D.C.    |               |
|               |                |                    |               |
|               |                |                    |               |
|               |                |                    |               |
|               |                |                    |               |
| 15            | 20             | 20                 | 14            |

**PUERTO RICO MEMBERSHIP REQUEST**

Interest from Puerto Rico

Dear Mike,

I'm writing to express interest that the Puerto Rico Dept of Education join the Council of Great City Schools. Speaking on behalf of my entire team, we have been profoundly impressed by the support and knowledge the Council has provided and would be honored to be part of your organization. What is the best next step?

Thanks

Julia

Julia Keleher  
Secretary of Education  
Puerto Rico  
787-638-8876

# Puerto Rico Department of Education Statistics

| District                                  | City Population<br>(San Juan) | Student<br>Enrollment<br>(Puerto Rico<br>Public Schools) | Student<br>Enrollment<br>(San Juan Public<br>Schools) | % Minority<br>(Hispanic) |
|---|-------------------------------|--|---|--------------------------|
| Puerto Rico<br>Department of<br>Education | 395,326                       | 410,797  | 35,170  | 100%                     |

## Puerto Rico Public Schools

- Puerto Rico is the #26 largest school system in the United States, serving 410,797 students across 1,383 public schools.
- There are [19 special education schools](#).
- Minority enrollment is 100% (majority Hispanic) and the student:teacher ratio is 13:1.

## San Juan Public Schools

- There are 125 public schools in San Juan, PR, serving 35,170 students.
- Minority enrollment is 100% (majority Hispanic) and the student:teacher ratio is 13:1.

## Poverty in Puerto Rico

- According to the United States Census Bureau, in 2015, [46.1 percent](#) of people were living below the poverty line.

**SUBCOMMITTEE ON BY-LAWS**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **Subcommittee on By-Laws**

**2017-2018**

### ***Subcommittee Goal***

To define the mission, responsibilities and composition of the Council’s structural components within the framework of applicable laws and regulations.

### ***Chair***

Allegra “Happy” Haynes, Denver School Board

### ***Members***

Juan Cabrera, El Paso Superintendent  
Richard Carranza, Houston Superintendent  
Barbara Jenkins, Orange County Superintendent  
Aurora Lora, Oklahoma City Superintendent  
Lacey Merica, Omaha School Board  
Michael O’Neill, Boston School Committee  
Felton Williams, Long Beach School Board

### ***Ex Officio***

Darienne Driver, Milwaukee Superintendent

**BY-LAWS  
OF THE  
COUNCIL OF THE GREAT CITY SCHOOLS**

**ARTICLE I: NAME**

**Section 1.01 Name.** The Corporation shall be organized as non-profit and be known as the Council of the Great City Schools.

**ARTICLE II: PURPOSE AND MISSION**

**Section 2.01 Purpose.** The purpose of this Corporation shall be to represent the needs, challenges, and successes of major-city public school districts and their students before the American people and their elected and appointed representatives; and to promote the improvement of public education in these districts through advocacy, research, communications, conferences, technical assistance, and other activities that may also benefit other schools, school districts and students across the country.

**Section 2.02 Mission.** The Council of the Great City Schools, being the primary advocate for public urban education in America, shall:

- Articulate the positive attributes, needs and aspirations of urban children and youth;
- Promote public policy to ensure improvement of education and equity in the delivery of comprehensive educational programs;
- Provide the forum for urban educators and board members to develop strategies, to exchange ideas and information and to conduct research; and
- Create a national focus for urban education in cooperation with other organizations and agencies.

to ensure that the members of the Great City Schools meet the needs of the diverse urban populations they serve.

**ARTICLE III: OFFICES**

**Section 3.01 Principal Office.** The principal office of the Corporation shall be at 1331 Pennsylvania Avenue, Northwest, Suite 1100N, Washington, D.C. The location of the registered office of the Corporation shall be in the offices of the Corporation Trust System in Chicago, Illinois at 228 South LaSalle Street, Chicago, Illinois.

The Registered Agent of the Corporation shall be the Corporation Trust System in Chicago, Illinois and Washington, D.C.

**ARTICLE IV: MEMBERSHIP**

**Section 4.01 Membership.** A Board, Committee or Commission (hereafter referred to as "Board of Education") responsible for public education in cities with a population of two hundred fifty thousand (250,000) or more, and an enrollment in public elementary and secondary schools of thirty five thousand (35,000) or more in 1980 or which is the predominant Board of Education serving the largest urban city of each state regardless of the enrollment of the school district. If the Board of Education has jurisdiction over areas outside

the central city, then the enrollment of those areas may also be included for purposes of eligibility, but the population outside the central city shall not.

Provided the above criteria are met, the Executive Committee will examine the urban characteristics of each applicant city brought to it by the membership committee prior to submitting a recommendation for membership to the Board of Directors for final approval.

Such urban characteristics may include: children eligible for Title I of the Elementary and Secondary Education Act; children in families qualifying for T.A.N.F.; children who are English language learners; and children who are African American, Hispanic, Asian American, Native American, Alaskan Native or other racial minorities as classified by federal Civil Rights statutes.

The enrollment of school districts for purposes of membership in the organization shall be based on the official district enrollment reported to the state, however calculated.

A Board of Education may retain its membership by meeting its dues-paying obligations without regard to changes in population or enrollment. To remain in good standing, dues must be paid.

A district that has not paid its dues will be notified after one year of nonpayment that it will not receive services from the organization in the subsequent year. A district will be dropped from membership after two consecutive years of non-payment of dues and will be required to reapply for membership should it wish to rejoin the organization. The Executive Committee retains the right to levy a "reinstatement fee" in an amount the committee will determine as a condition of a district's rejoining the organization after its membership has otherwise lapsed or to waive such fees depending on the circumstances of the district. The Committee will annually review the status of all district dues and make determinations for needed action.

**Section 4.02 Participation of Non-Member Cities.** Non-member districts may, on approval of the Executive Committee, be involved in studies or other projects of the Council of the Great City Schools. Conditions for such participation shall be established by the Executive Committee.

**Section 4.03 Participation of Former Board of Directors Members.** Former members of the Board of Directors may be involved as non-voting members at conferences and may receive publications of the organization under conditions established by the Executive Committee.

**Section 4.04 Colleges of Education.** Colleges of Education located in or serving cities that are members of the Council of the Great City Schools may be represented *ex officio* on the Executive Committee and Board of Directors and may meet and confer with the Council on issues of joint concern as necessary.

## **ARTICLE V: ORGANIZATION AND ELECTIONS**

**Section 5.01 Board of Directors.** The affairs of the Corporation shall be operated by the Board of Directors. Members of the Board of Directors are the officers of the corporation and the Superintendent of Schools and a member of the Board of Education officially designated by each Board of Education and the Chair of the Great City Colleges of Education. Each member of the Board of Directors shall vote as an individual. No proxies may be appointed to the Board of Directors for the purposes of constituting a quorum of the Board of Directors



or for purposes of voting on matters coming before the Board of Directors. A member of the Board of Directors who is unable to attend a board meeting may, in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the board member on the business of the meeting.

### **Section 5.02 Officers.**

- (a) Elected Officers.** The elected officers of the Corporation shall be the Chair, Chair-Elect, and Secretary/Treasurer. No person shall be elected to the same position for more than two successive years. The officers shall be elected annually by the Board of Directors from persons who have served on the Executive Committee. Officers and shall take office on the 1st of July following their election. If an officer is unable to complete a term, the Board of Directors shall fill the vacancy at the next meeting of the Directors. The Office of the Chair shall alternate generally between superintendents and Board of Education members. Where the Chair or Chair-Elect is a Board of Education member, he or she may continue to be Chair, or Chair-Elect and then Chair, as the case may be, even though he or she is no longer the designated Board of Education member for his or her school district; provided, however, that only the designated Board of Education member from his or her district shall be entitled to vote at Board of Directors meetings.
- (b) Non-Elected Officers.** The immediate past Chair shall serve as a non-elected, but voting officer of the Corporation. The Executive Director shall serve as a non-elected and non-voting officer of the Corporation.

### **Section 5.03 Executive Committee**

- (a) Voting Members.** The voting members of the Executive Committee shall consist of the Chair, Chair-Elect, Secretary/Treasurer, Immediate Past Chair, and twenty (20) persons elected by the Board of Directors. The Executive Committee shall be elected by the Directors at the Annual Meetings of the membership on a staggered basis for terms of three years and shall take office on the 1st of July following their election. The maximum consecutive number of years that a member of the Board of Directors can serve on the Executive Committee shall be limited to the total of (i) the balance of an unexpired term to which, pursuant to subsection 5.03(e), he or she is appointed by the Executive Committee and is then elected by the Board of Directors; (ii) two three-year terms; and (iii) any additional consecutive years during which he or she serves as an officer of the Corporation.
- (b) Proxies.** No proxies may be appointed to the Executive Committee for purposes of constituting a quorum of the Executive Committee or for purposes of voting on matters to come before the Executive Committee. A member of the Executive Committee who is unable to attend a committee meeting may in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the committee member on the business of the meeting.
- (c) Composition.** The Executive Committee and Officers of the Corporation shall have equal proportion of Superintendents and Board of Education Members; shall include geographic representation, race, gender, ethnicity, and attendance at Board of

Directors meetings as criteria for membership on the Executive Committee and for Officers of the Corporation. Attendance at Executive Committee meetings will be a criterion for renomination to the Executive Committee and for Officers of the Corporation. Failure to attend both the summer and winter meetings of the Executive Committee in any single calendar year may result in a member's replacement. No more than one person from each member district shall be nominated to the Executive Committee. In addition, the Chair of the Great City Colleges of Education shall serve as an *Ex Officio* non-voting member of the Executive Committee.

- (d) **Responsibilities and Powers of the Executive Committee.** Except as to matters for which the General Not For Profit Corporation Act of 1986 of the State of Illinois, as amended from time to time, requires the approval of the members and to the extent not otherwise limited in these By-Laws and by resolution from time to time adopted by the Board of Directors, the Executive Committee shall have and may exercise all the authority of the Board of Directors, when the Board of Directors is not in session. The Executive Committee shall have power to authorize the seal of the Corporation to be affixed to all papers where required. Copies of the recorded minutes of the Executive Committee shall be transmitted to the Board of Directors. The Executive Committee shall have the power to contract with and fix compensation for such employees and agents as the Executive Committee may deem necessary for the transaction of the business of the Corporation, including but not limited to the Executive Director who shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation. All salary rates shall be approved annually by a vote of the Executive Committee.
- (e) **Vacancies.** Between meetings of the Board of Directors, the Executive Committee shall have and exercise the authority to fill vacancies on the Executive Committee on a temporary basis and to declare a vacancy on the Executive Committee if a member shall be unable to attend meetings of the Committee, or should no longer hold a Superintendency or be a member of a Board of Education in the membership. Appointments to such vacancies shall be confirmed by the Board of Directors at their next regular meeting.
- (f) **Subcommittees of the Executive Committee.** There shall be three subcommittees of the Executive Committee: Audit, By-Laws, and Membership. These Committees and their chairpersons will be appointed by the Executive Committee upon the recommendations of the Chair.

**Section 5.04 Task Forces of the Board of Directors.** The Board of Directors may from time to time create Task Forces to address critical issues facing urban public education. A Chair and Co-Chair of each Task Force shall be appointed by the Chair of the Board and shall include one Superintendent and one School Board member, and may also include a representative of the Great City Colleges of Education. The mission, goals, products, and continuation of each Task Force shall be subject to annual review and concurrence by the Board of Directors. Recommendations of the Task Forces shall be posted and circulated to the Board of Directors within a reasonable time before its meetings in order to be considered.

**Section 5.05 Nominations Committee.**

**(a) Composition.** A Nominations Committee shall be chosen annually by the Chair to nominate officers and members of the Executive Committee. In order to ensure racial, ethnic and gender representation on all committees and subcommittees, the Chair shall use these criteria in establishing the Nominations Committee and all other committees and subcommittees. The Nominations Committee shall consist of the Immediate Past Chair of the Organization, who shall act as Chair of the Committee, and at least four other persons appointed by the Chair. The elected officers of the Corporation shall not serve on the Nominations Committee.

A majority of the members of the Nominations Committee shall be members of the Board of Directors who do not serve on the Executive Committee. The Nominations Committee shall have, to the extent possible, an equal number of Superintendents and Board of Education members, and in addition to being geographically representative, shall be balanced by race, ethnicity and gender.

**(b) Responsibilities and Procedures.** The Nominations Committee shall announce nominations at least 14 days before the date of the Board of Directors meeting at which such election will occur. Additional nominations may be made by written petition submitted to the Chairperson of the Nominations Committee at least 24 hours in advance of the start of the Business Meeting at which the election will take place. A written petition must have at least five written signatures from five Board of Directors members from at least five different member cities.

## **ARTICLE VI: EXECUTIVE DIRECTOR**

**Section 6.01 Duties and Responsibilities.** An Executive Director shall be employed by the Executive Committee. In general, the responsibilities of the Executive Director shall be to organize and to coordinate the activities that form the basic program of the Corporation. The Executive Director shall function as the Chief Administrative Officer of the Corporation in accordance with policies established by the Executive Committee. The Executive Director shall be responsible for executing contracts in the name of the Corporation. The Executive Director shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation.

**Section 6.02 Fidelity Bond.** The Executive Director shall be responsible for the acquisition and maintenance of a fidelity bond for all corporate officers and employees.

## **ARTICLE VII: CONFERENCE MEETINGS**

**Section 7.01 Conferences.** The Board of Directors shall provide for at least one conference annually at which its members and staff shall meet to plan, discuss and hear reports of the organization. These meetings shall be determined and planned by the Executive Committee. The Conference may recommend to the Board of Directors problems and items for the Corporation's consideration.

**Section 7.02 Time and Place of Meetings.** Meetings of the Board of Directors and/or the Executive Committee shall be held at the call of the Chair, a majority of the Executive Committee, or one-third of the Board of Directors, and shall be held in the city of the registered office of the Corporation, or in member cities. The Board of Directors shall meet at least twice annually, once in the spring and once in the fall.

**Section 7.03 Spring Directors Meeting.** The spring meeting of the Board of Directors shall be held to elect officers, approve the annual budget, and transact such other matters of business as are necessary.

**Section 7.04 Notices of Meetings.** Written notices of the meetings of the Board of Directors and the Executive Committee shall be given at least fourteen (14) days prior to the date of the meeting.

**Section 7.05 Quorum.** The presence of one-third of the Board of Directors or a majority of elected Executive Committee members, respectively, shall constitute a quorum for the transaction of business, and unless otherwise provided in these By-Laws or by law, the act of a majority of The Board of Directors present or the act of a majority of elected Executive Committee members present at a meeting at which a quorum is present shall be an act of the Corporation.

**Section 7.06 Organization.** At every meeting of the Executive Committee, the Chair of the Board of Directors shall act as Chair. The Chair-Elect of the Board or other person designated by the Chair may chair the Executive Committee when the Chair is absent. The Executive Director or his or her designee shall serve as the Recording Secretary at all meetings of the Executive Committee and the Board of Directors.

**Section 7.07 Press Policy.** All meetings of the Corporation shall be open to the press and to the public. The Board of Directors or the Executive Committee, however, may by a majority vote declare a meeting closed.

## **ARTICLE VIII: FISCAL YEAR**

**Section 8.01 Fiscal Year.** The fiscal year of the Corporation shall be from July 1st of each year to June 30th of the succeeding year.

**Section 8.02 Audit.** The accounts of the Corporation for each fiscal year shall be audited, and the financial reports verified annually by the Audit Committee of the Executive Committee. A written report of the Audit Committee shall be filed in the minutes of the meeting of the Corporation at which the report is submitted.

**Section 8.03 Bond.** The Officers and employees responsible for handling funds for the organization shall be bonded in an amount to be determined by the Executive Committee and premium shall be paid by the Corporation.

## **ARTICLE IX: FINANCES**

**Section 9.01 Financial Support.** The Board of Directors shall determine the amount of the service charges and/or membership dues to be paid to the Corporation by Boards of Education in the membership. The Executive Committee shall review the membership dues structure and amounts in years ending in zero or five, and may recommend modifications to the Board of Directors.

**Section 9.02 Grants.** The Board of Directors shall be empowered to receive grants from foundations or other sources tendered to the Corporation.

**Section 9.03 Receipts.** All funds received are to be acknowledged by the Executive Director or his or her designee, and a monthly financial report is to be created internally for

management purposes and quarterly financial reports are to be submitted to the Executive Committee. Earmarked funds are to be carried in a separate account.

**Section 9.04 Checks, Drafts, and Order for Payment of Money.** Orders for payment of money shall be signed in the name of the corporation by such officers or agents as the Executive Committee shall from time to time designate for that purpose. The Executive Committee shall have the power to designate the officers and agents who shall have authority to execute any instruments on behalf of the Corporation.

**Section 9.05 Disbursements.** Checks written for amounts not exceeding \$100,000 shall be signed by the Executive Director or other persons authorized by the Executive Committee. Checks written in excess of \$100,000 shall be countersigned by the Executive Director and an officer.

**Section 9.06 Contracts and Conveyances.** When the execution of any contract or conveyance has been authorized by the Executive Committee, the Executive Director shall execute the same in the name and on behalf of the Corporation and may affix the corporate seal thereto.

**Section 9.07 Borrowing.** The Executive Committee shall have the full power and authority to borrow money whenever in the discretion of the Executive Committee the exercise of said power is required in the general interest of the Corporation. In such case, the Executive Committee may authorize the proper officers of the Corporation to make, execute and deliver in the name and on behalf of the Corporation such notes, bonds, and other evidence of indebtedness as the Executive Committee shall deem proper. No pledge or mortgage of the personal or real property of the Corporation is authorized unless by a resolution of the Board of Directors.

## **ARTICLE X: MISCELLANEOUS**

**Section 10.01 Amendments.** These By-Laws may be altered, amended, or repealed, and new By-Laws may be adopted by a vote of a majority of the Board of Directors at any meeting for which there has been written notification fourteen (14) days prior to the meeting at which the By-Laws are proposed to be amended.

**Section 10.02 Rules of Order.** The parliamentary procedures governing meetings of the Board of Directors and the meetings of its committees and subcommittees shall to the extent not otherwise covered by these By-Laws, be those set out in the most current edition of *Robert's Rules of Order*.

## APPROVED

April 19, 1961 Chicago, Illinois

## REVISED

April 23, 1961 Philadelphia, Pennsylvania  
March 25, 1962 Chicago, Illinois  
November 4, 1962 Detroit, Michigan  
April 12, 1964 Chicago, Illinois  
November 20, 1964 Milwaukee, Wisconsin  
March 20, 1966 Chicago, Illinois  
April 9, 1967 Chicago, Illinois  
November 10, 1967 Cleveland, Ohio  
May 4, 1968 Boston, Massachusetts  
December 7, 1968 Philadelphia, Pennsylvania  
March 29, 1969 San Diego, California  
May 9, 1970 Buffalo, New York  
May 8, 1971 San Francisco, California  
November 16, 1972 Houston, Texas  
March 21, 1974 Washington, D.C.  
October 18, 1974 Denver, Colorado  
May 21, 1975 Washington, D.C.  
November 21, 1976 Chicago, Illinois  
May 20, 1979 Los Angeles, California  
November 4, 1979 New York City, New York  
May 21, 1983 Philadelphia, Pennsylvania  
March 18, 1984 Washington, D.C.  
March 8, 1987 Washington, D.C.  
March 11, 1989 Washington, D.C.  
November 9, 1990 Boston, Massachusetts  
Revised- March 17, 1991 Washington, D.C.  
March 15, 1992 Washington, D.C.  
October 30, 1992 Milwaukee, Wisconsin  
March 14, 1993 Washington, D.C.  
October 29, 1993 Houston, Texas  
July 8, 1995 San Francisco, California  
March 21, 1999 Washington, D.C.  
October 14, 1999 Dayton, Ohio  
March 18, 2001 Washington, D.C.  
March 12, 2005 Washington, D.C.  
July 29, 2005 Portland, Oregon  
March 16, 2008 Washington, D.C.  
October 21, 2010 Tampa, Florida  
October 26, 2011 Boston, Massachusetts  
March 19, 2012 Washington, D.C.  
March 23, 2014 Washington, D.C.  
March 11, 2017 Washington, D.C.

**SUBCOMMITTEE ON AUDIT**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **Subcommittee on Audit**

**2017-2018**

### ***Subcommittee Goal***

To review and report on Council budgetary matters, and ensure the proper management of Council revenues.

### ***Chair***

Eric Gordon, Cleveland CEO

### ***Members***

Paul Cruz, Austin Superintendent  
Michael Hinojosa, Dallas Superintendent  
Ashley Paz, Fort Worth School Board  
Elisa Snelling, Anchorage School Board  
Paula Wright, Duval County School Board

### ***Ex Officio***

Darienne Driver, Milwaukee Superintendent



**2016-2017 AUDIT REPORT**

**INDEPENDENT AUDITOR'S REPORT**

**FOR**

**FISCAL YEAR 2016-2017**

**ENDING JUNE 30, 2017**



## **Financial Statements and Supplemental Information**

*For the Year Ended June 30, 2017*

*(With Summarized Financial Information for the Year Ended June 30, 2016)*



**and  
Report Thereon**



**COUNCIL OF THE GREAT CITY SCHOOLS**

**TABLE OF CONTENTS**  
**For the Year Ended June 30, 2017**

---

|  | <i><b>Page</b></i> |
|--|--------------------|
| Independent Auditor's Report.....              | 1-2                |
| <b>Financial Statements</b>                    |                    |
| Statement of Financial Position .....          | 3                  |
| Statement of Activities .....                  | 4                  |
| Statement of Cash Flows.....                   | 5                  |
| Notes to Financial Statements.....             | 6-15               |
| <b>Supplemental Information</b>                |                    |
| Schedule of Project Revenue and Expenses ..... | 16                 |



*Certified Public Accountants*

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors of the  
Council of the Great City Schools

We have audited the accompanying financial statements of the Council of the Great City Schools (the Council), which comprise the statement of financial position as of June 30, 2017, 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**

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.

### **Auditor's 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 of 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 auditor's 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 auditor considers 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 the Council of the Great City Schools as of June 30, 2017, 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.

**Continued**

- 1 -

61

**Other Matters***Report on Summarized Comparative Information*

We have previously audited the Council's 2016 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated February 3, 2017. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2016, is consistent, in all material respects, with the audited financial statements from which it has been derived.

*Report on Supplemental Information*

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplemental schedule of project revenue and expenses on page 16 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates 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.

*Raffa, P.C.*

**Raffa, P.C.**

Washington, DC  
January 31, 2018

**COUNCIL OF THE GREAT CITY SCHOOLS**  
**STATEMENT OF FINANCIAL POSITION**  
**June 30, 2017**  
**(With Summarized Financial Information as of June 30, 2016)**

|   | 2017                 | 2016                 |
|---|----------------------|----------------------|
| <b>ASSETS</b>                                       |                      |                      |
| Cash and cash equivalents                           | \$ 2,263,603         | \$ 2,882,372         |
| Accounts receivable                                 | 31,268               | 92,117               |
| Grants, contributions and contracts receivable, net | 1,699,264            | 1,932,417            |
| Prepaid expenses                                    | 180,040              | 82,847               |
| Investments   | 7,259,586            | 5,936,730            |
| 457(b) and 457(f) plan assets                       | 514,151              | 408,790              |
| Property and equipment, net                         | 721,830              | 796,903              |
| Deposits  | 29,717               | 86,377               |
| <b>TOTAL ASSETS</b>                                 | <b>\$ 12,699,459</b> | <b>\$ 12,218,553</b> |
| <b>LIABILITIES AND NET ASSETS</b>                   |                      |                      |
| <b>Liabilities</b>                                  |                      |                      |
| Accounts payable                                    | \$ 85,615            | \$ 378,003           |
| Accrued expenses                                    | 152,228              | 166,936              |
| Deferred compensation plan liability                | 514,151              | 408,790              |
| Deferred membership dues                            | 355,172              | 223,421              |
| Deferred sponsorships and other                     | 260,250              | 363,485              |
| Deferred rent and lease incentive                   | 986,015              | 680,026              |
| <b>TOTAL LIABILITIES</b>                            | <b>2,353,431</b>     | <b>2,220,661</b>     |
| <b>Net Assets</b>                                   |                      |                      |
| Unrestricted  | 7,624,803            | 6,944,457            |
| Temporarily restricted                              | 2,721,225            | 3,053,435            |
| <b>TOTAL NET ASSETS</b>                             | <b>10,346,028</b>    | <b>9,997,892</b>     |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>             | <b>\$ 12,699,459</b> | <b>\$ 12,218,553</b> |

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

**COUNCIL OF THE GREAT CITY SCHOOLS**

**STATEMENT OF ACTIVITIES**

**For the Year Ended June 30, 2017**

**(With Summarized Financial Information for the Year Ended June 30, 2016)**

|   | <u>Unrestricted</u> | <u>Temporarily<br/>Restricted</u> | <u>2017<br/>Total</u> | <u>2016<br/>Total</u> |
|---|---------------------|-----------------------------------|-----------------------|-----------------------|
| <b>OPERATING REVENUE AND SUPPORT</b>                              |                     |                                   |                       |                       |
| Grants and contracts  | \$ 443,863          | \$ 1,784,513                      | \$ 2,228,376          | \$ 3,762,186          |
| Membership dues   | 2,756,018           | -                                 | 2,756,018             | 2,744,256             |
| Sponsorships  | 1,253,275           | 30,900                            | 1,284,175             | 1,051,050             |
| Registration fees   | 478,248             | -                                 | 478,248               | 380,567               |
| Interest and dividends  | 258,082             | -                                 | 258,082               | 287,946               |
| Royalties and other income  | 60,083              | -                                 | 60,083                | 40,590                |
| Net assets released from restriction:                             |                     |                                   |                       |                       |
| Satisfaction of program restrictions                              | <u>2,147,623</u>    | <u>(2,147,623)</u>                | <u>-</u>              | <u>-</u>              |
| <b>TOTAL OPERATING<br/>REVENUE AND SUPPORT</b>                    | <u>7,397,192</u>    | <u>(332,210)</u>                  | <u>7,064,982</u>      | <u>8,266,595</u>      |
| <b>EXPENSES</b>   |                     |                                   |                       |                       |
| Program services  | 5,943,843           | -                                 | 5,943,843             | 5,429,693             |
| Management and general  | 1,322,316           | -                                 | 1,322,316             | 1,122,700             |
| Fundraising   | <u>25,332</u>       | <u>-</u>                          | <u>25,332</u>         | <u>32,160</u>         |
| <b>TOTAL OPERATING<br/>EXPENSES</b>                               | <u>7,291,491</u>    | <u>-</u>                          | <u>7,291,491</u>      | <u>6,584,553</u>      |
| Change in net assets before<br>nonoperating activities and losses | 105,701             | (332,210)                         | (226,509)             | 1,682,042             |
| Loss on return of grant funds                                     | -                   | -                                 | -                     | (64,569)              |
| <b>NONOPERATING ACTIVITIES</b>                                    |                     |                                   |                       |                       |
| Net gains (losses) on investments                                 | <u>574,645</u>      | <u>-</u>                          | <u>574,645</u>        | <u>(315,708)</u>      |
| <b>CHANGE IN NET ASSETS</b>                                       | 680,346             | (332,210)                         | 348,136               | 1,301,765             |
| <b>NET ASSETS, BEGINNING OF YEAR</b>                              | <u>6,944,457</u>    | <u>3,053,435</u>                  | <u>9,997,892</u>      | <u>8,696,127</u>      |
| <b>NET ASSETS, END OF YEAR</b>                                    | <u>\$ 7,624,803</u> | <u>\$ 2,721,225</u>               | <u>\$ 10,346,028</u>  | <u>\$ 9,997,892</u>   |

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



**COUNCIL OF THE GREAT CITY SCHOOLS**

**STATEMENT OF CASH FLOWS**

**For the Year Ended June 30, 2017**

**(With Summarized Financial Information for the Year Ended June 30, 2016)**

**Increase (Decrease) in Cash and Cash Equivalents**

|   | <u>2017</u>         | <u>2016</u>         |
|---|---------------------|---------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>   |                     |                     |
| Change in net assets  | \$ 348,136          | \$ 1,301,765        |
| Adjustments to reconcile change in net assets to net cash provided by operating activities: |                     |                     |
| Depreciation and amortization   | 82,460              | 13,947              |
| Realized losses (gains) on sales of investments   | (118,349)           | 83,364              |
| Unrealized losses (gains) on investments  | (456,296)           | 232,344             |
| Change in provision for doubtful accounts   | 12,245              | (52,000)            |
| Changes in assets and liabilities:  |                     |                     |
| Accounts receivable   | 60,849              | (25,191)            |
| Grants, contributions and contracts receivable  | 220,908             | (1,480,356)         |
| Prepaid expenses  | (97,193)            | 67,786              |
| Deposits  | 56,660              | (59,433)            |
| Accounts payable  | (292,388)           | 136,920             |
| Accrued expenses  | (14,708)            | 14,725              |
| Deferred membership dues  | 131,751             | (228,272)           |
| Deferred sponsorships and other   | (103,235)           | 190,140             |
| Deferred rent and lease incentive   | 305,989             | -                   |
|   | <u>136,829</u>      | <u>195,739</u>      |
| <b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>  |                     |                     |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>   |                     |                     |
| Purchases of property and equipment   | (7,387)             | (110,660)           |
| Purchases of investments  | (1,502,045)         | (2,648,563)         |
| Proceeds from sales of investments  | 753,834             | 2,469,836           |
|   | <u>(755,598)</u>    | <u>(289,387)</u>    |
| <b>NET CASH USED IN INVESTING ACTIVITIES</b>  |                     |                     |
| <b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>  | (618,769)           | (93,648)            |
| <b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>   | <u>2,882,372</u>    | <u>2,976,020</u>    |
| <b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>   | <u>\$ 2,263,603</u> | <u>\$ 2,882,372</u> |
| <b>SUPPLEMENTAL CASH FLOW INFORMATION</b>   |                     |                     |
| <b>NONCASH INVESTING ACTIVITIES</b>   |                     |                     |
| Leasehold improvements acquired under operating lease                                       | \$ -                | \$ 680,026          |
| Deferred leasehold improvement allowance included in operating lease                        | -                   | (680,026)           |
|   | <u>\$ -</u>         | <u>\$ -</u>         |

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

# COUNCIL OF THE GREAT CITY SCHOOLS

## NOTES TO FINANCIAL STATEMENTS

For the Year Ended June 30, 2017

---

### 1. Organization and Summary of Significant Accounting Policies

#### **Organization**

The Council of the Great City Schools (the Council) is a coalition of 70 of the nation's largest urban public school systems. Founded in 1956 and incorporated in 1961, the Council is located in Washington, D.C., where it works to promote urban education through legislation, research, media relations, instruction, management, technology and other special projects designed to improve the quality of urban education. The Council serves as the national voice for urban educators, providing ways to share promising practices and address common concerns. These activities are funded primarily through membership dues, grants, contracts and sponsorships.

#### **Basis of Presentation**

The accompanying financial statements are presented on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). Consequently, revenue is recognized when earned and expenses are recognized when the obligation is incurred.

#### **Cash Equivalents**

The Council considers money market funds, sweep funds and all highly liquid investments purchased with maturities of three months or less that are not held in investment accounts to be cash equivalents.

#### **Accounts Receivable and Grants, Contributions and Contracts Receivable**

Accounts receivable and grants, contributions and contracts receivable are stated at net realizable value. Receivables that are past due are individually analyzed for collectibility. When all collection efforts have been exhausted, the account is written off against an allowance account. Management provides an allowance for those receivables it believes to be uncollectible.

#### **Investments**

Investments consist of mutual funds, money market funds and certificates of deposits. These investments are recorded in the accompanying statement of financial position at fair value based on quoted market prices. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. For disclosure of the inputs used to measure fair value and related valuation techniques, see Note 4. Interest and dividend income is recorded as earned. Unrealized gains or losses are determined by comparison of cost to fair value at the beginning and end of the reporting period. Realized gains or losses on sales of investments are recorded on the trade date of the transaction. All such gains and losses are included in net gains (losses) on investments in the accompanying statement of activities and considered nonoperating revenue. Interest and dividends are shown as a separate line item in the accompanying statement of activities and considered to be operating revenue.

#### **Fair Value Measurement**

Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 820, *Fair Value Measurement*, defines fair value, establishes a framework for measuring fair value in accordance with GAAP and requires disclosures about fair value measurements for assets and

Continued

- 6 -

66

## COUNCIL OF THE GREAT CITY SCHOOLS

### NOTES TO FINANCIAL STATEMENTS For the Year Ended June 30, 2017

---

#### 1. Organization and Summary of Significant Accounting Policies (continued)

##### **Fair Value Measurement (continued)**

liabilities measured at fair value on a recurring basis. The ASC emphasizes that fair value is a market-based measurement, not an entity-specific measurement, and therefore a fair value measurement should be determined based on the assumptions that market participants would use in pricing the asset or liability. As a basis for considering market participant assumptions in fair value measurements, the ASC established a fair value hierarchy based upon the transparency of the inputs to the valuation of an asset or liability. These inputs may be observable, whereby market participant assumptions are developed based on market data obtained from independent sources, and unobservable, whereby assumptions about market participant assumptions are developed by the reporting entity based on the best information available in the circumstances.

The three levels of the fair value hierarchy are described as follows:

*Level 1* – Inputs based on quoted prices (unadjusted) in active markets for identical assets or liabilities accessible at the measurement date.

*Level 2* – Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly, such as quoted prices for similar assets or liabilities in active markets.

*Level 3* – Unobservable inputs for the asset or liability, including the reporting entity's own assumptions in determining the fair value measurement.

The Council's assets that are measured at fair value on a recurring basis as of June 30, 2017, are described in Note 4 of these financial statements.

##### **Property and Equipment and Related Depreciation and Amortization**

All property and equipment with a useful life of more than one year and an acquisition cost greater than \$1,000 is capitalized at cost. Depreciation and amortization are provided on a straight-line basis over the estimated useful lives of three to seven years, with no salvage value. Leasehold improvements are amortized on the straight-line basis over the shorter of the lease term or the estimated useful life of the asset. The cost of property and equipment retired or disposed of is removed from the accounts along with the related accumulated depreciation, and any gain or loss is reflected in income or expense in the accompanying statement of activities. Expenditures for major repairs and improvements are capitalized; expenditures for minor repairs and maintenance costs are expensed when incurred.

##### **Classification of Net Assets**

The net assets of the Council are reported as follows:

- Unrestricted net assets represent the portion of expendable funds that are available for support of the Council's operations.
- Temporarily restricted net assets represent funds that are restricted by donors for specific programs or use in future periods.

Continued

- 7 -

67

**COUNCIL OF THE GREAT CITY SCHOOLS**

**NOTES TO FINANCIAL STATEMENTS  
For the Year Ended June 30, 2017**

---

1. Organization and Summary of Significant Accounting Policies (continued)

**Revenue Recognition**

The Council reports cash and other assets received as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor-imposed restriction expires, that is, when a stipulated time restriction ends or purpose restriction is met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the accompanying statement of activities as net assets released from restrictions.

Unrestricted grants are reported as revenue in the year in which payments are received and/or unconditional promises to give are made. Revenue recognized on grants that have been committed to the Council, but have not been received, is reflected as part of grants, contributions and contracts receivable in the accompanying statement of financial position.

Contract revenue is recognized as costs are incurred on the basis of direct costs plus allowable indirect expenses at a provisional rate. Revenue recognized on contracts for which billings have not been presented to or collected from the awarding agency is included in grants, contributions and contracts receivable in the accompanying statement of financial position.

Membership dues are recognized in the year to which the membership dues relate. Membership dues paid in advance of the membership period are reported as deferred membership dues in the accompanying statement of financial position.

Sponsorship and registration fees received for conferences and meetings are deferred upon receipt and are recognized as revenue in the year in which the conferences or meetings are held.

**Functional Allocation of Expenses**

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

**Estimates**

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

**Measure of Operations**

Operating revenue and expenses generally reflect those revenues and expenses that arise from the Council's activities, and exclude all realized and unrealized gains and losses from investments.

**COUNCIL OF THE GREAT CITY SCHOOLS**

**NOTES TO FINANCIAL STATEMENTS**  
**For the Year Ended June 30, 2017**

---

2. Grants, Contributions and Contracts Receivable

As of June 30, 2017, grants, contributions and contracts receivable consisted of unconditional promises to give, sponsorships for conferences that had already taken place and work conducted by the Council under the strategic support teams initiative. All amounts were due to be collected within one year. The Council has established an allowance for doubtful accounts of \$137,755. Grants, contributions and contracts receivable consisted of the following:

|  |                     |
|--|---------------------|
| Grants receivable                                    | \$ 1,365,017        |
| Strategic support teams                              | 230,545             |
| Sponsorships receivable                              | 208,000             |
| Other receivables                                    | <u>33,457</u>       |
| Total Grants, Contributions and Contracts Receivable | 1,837,019           |
| Less: Allowance for Doubtful Account                 | <u>(137,755)</u>    |
| Grants, Contributions and Contracts Receivable, Net  | <u>\$ 1,699,264</u> |

3. Investments

Investments, at fair value, consisted of the following as of June 30, 2017:

|                         |                     |
|-------------------------|---------------------|
| Equity mutual funds     | \$ 5,520,131        |
| Bond mutual funds       | 1,179,880           |
| Certificates of deposit | 499,835             |
| Money market funds      | <u>59,740</u>       |
| Total Investments       | <u>\$ 7,259,586</u> |

Investment income is summarized as follows for the year ended June 30, 2017:

|                         |                   |
|-------------------------|-------------------|
| Interest and dividends  | \$ 258,082        |
| Realized gains          | 118,349           |
| Unrealized gains        | <u>456,296</u>    |
| Total Investment Income | <u>\$ 832,727</u> |

Investment fees incurred for the year ended June 30, 2017, were \$46,779 and are included in management and general expenses in the accompanying statement of activities.

Continued

**COUNCIL OF THE GREAT CITY SCHOOLS**

**NOTES TO FINANCIAL STATEMENTS**

**For the Year Ended June 30, 2017**

4. Fair Value Measurement

The following table summarizes the Council's investments measured at fair value on a recurring basis as of June 30, 2017, aggregated by the fair value hierarchy level within which those measurements were made:

|                                     | <u>Fair Value</u> | Quoted Prices<br>in Active<br>Markets for<br>Identical<br>Assets/<br>Liabilities<br>(Level 1) | Significant<br>Other<br>Observable<br>Inputs<br>(Level 2) | Significant<br>Unobservable<br>Inputs<br>(Level 3) |
|-------------------------------------|-------------------|---|---|--|
| <b>Assets:</b>                      |                   |   |   |  |
| <b>Investments:</b>                 |                   |   |   |  |
| <b>Mutual funds:</b>                |                   |   |   |  |
| <b>Equity funds:</b>                |                   |   |   |  |
| Large growth                        | \$ 1,087,951      | \$ 1,087,951  | \$ -  | \$ -   |
| Large value                         | 752,228           | 752,228   | -   | -  |
| Moderate allocation                 | 689,322           | 689,322   | -   | -  |
| Foreign large value                 | 620,983           | 620,983   | -   | -  |
| Diversified emerging<br>markets     | 478,270           | 478,270   | -   | -  |
| Real estate                         | 306,052           | 306,052   | -   | -  |
| Small value                         | 431,202           | 431,202   | -   | -  |
| Small cap growth                    | 389,163           | 389,163   | -   | -  |
| Commodity broad<br>basket           | 118,922           | 118,922   | -   | -  |
| Mid cap value                       | 355,255           | 355,255   | -   | -  |
| Mid cap growth                      | <u>290,783</u>    | <u>290,783</u>  | <u>-</u>  | <u>-</u>   |
| <b>Total</b><br><b>Equity Funds</b> | <u>5,520,131</u>  | <u>5,520,131</u>  | <u>-</u>  | <u>-</u>   |
| <b>Bond funds:</b>                  |                   |   |   |  |
| Intermediate term                   | 733,090           | 733,090   | -   | -  |
| High yield                          | 259,503           | 259,503   | -   | -  |
| Emerging markets                    | <u>187,287</u>    | <u>187,287</u>  | <u>-</u>  | <u>-</u>   |
| <b>Total</b><br><b>Bond Funds</b>   | <u>1,179,880</u>  | <u>1,179,880</u>  | <u>-</u>  | <u>-</u>   |
| <b>Money market funds</b>           | <u>59,740</u>     | <u>59,740</u>   | <u>-</u>  | <u>-</u>   |
| <b>Certificates of deposit</b>      | <u>499,835</u>    | <u>-</u>  | <u>499,835</u>  | <u>-</u>   |
| <b>Total</b><br><b>Investments</b>  | <u>7,259,586</u>  | <u>6,759,751</u>  | <u>499,835</u>  | <u>-</u>   |

Continued

**COUNCIL OF THE GREAT CITY SCHOOLS**

**NOTES TO FINANCIAL STATEMENTS**

**For the Year Ended June 30, 2017**

4. Fair Value Measurement (continued)

| <i>(continued)</i>   | <u>Fair Value</u>   | <u>Quoted Prices<br/>in Active<br/>Markets for<br/>Identical<br/>Assets/<br/>Liabilities<br/>(Level 1)</u> | <u>Significant<br/>Other<br/>Observable<br/>Inputs<br/>(Level 2)</u> | <u>Significant<br/>Unobservable<br/>Inputs<br/>(Level 3)</u> |
|--|---------------------|--|--|--|
| <b>Assets:</b>   |                     |  |  |  |
| 457(b) and 457(f) plan assets:   |                     |  |  |  |
| 457(b) plan assets:  |                     |  |  |  |
| Cash surrender value of<br>life insurance policy                                       | \$ 194,067          | \$ -   | \$ 194,067   | \$ -   |
| Mutual funds   | 113,975             | 113,975  | -  | -  |
| Exchange traded funds  | 26,346              | 26,346   | -  | -  |
| Stocks   | 8,483               | 8,483  | -  | -  |
| Fixed Income   | 22,368              | -  | 22,368   | -  |
| 457(f) plan assets:  |                     |  |  |  |
| Mutual funds   | 77,093              | 77,093   | -  | -  |
| Exchange-traded funds  | 23,319              | 23,319   | -  | -  |
| Equity securities  | <u>43,779</u>       | <u>43,779</u>  | <u>-</u>   | <u>-</u>   |
| Subtotal 457(b) and<br>457(f) Plan Assets  | <u>509,430</u>      | <u>292,995</u>   | <u>216,435</u>   | <u>-</u>   |
| Total Investments<br>and 457(b) and<br>457(f) Plan Assets<br>Measured at<br>Fair Value | 7,769,016           | <u>\$ 7,052,746</u>  | <u>\$ 716,270</u>  | <u>\$ -</u>  |
| Interest-bearing cash<br>deposits  | <u>4,721</u>        |  |  |  |
| Total Investments<br>and 457(b) and<br>457(f) Plan<br>Assets                           | <u>\$ 7,773,737</u> |  |  |  |

The Council used the following methods and significant assumptions to estimate fair value for assets recorded at fair value:

*Mutual funds, exchange-traded funds, stocks and equity securities* – Mutual funds, exchange-traded funds and equity securities are valued at quoted market prices for identical assets in active markets.

*Certificates of deposit* – Certificates of deposit are valued by discounting the related cash flows based on current yields of similar instruments with comparable characteristics.

Continued

COUNCIL OF THE GREAT CITY SCHOOLS

NOTES TO FINANCIAL STATEMENTS  
For the Year Ended June 30, 2017

---

4. Fair Value Measurement (continued)

*Money market funds* – Money market funds are valued at the net asset value of shares held, as reported in the active market in which the individual security or fund is traded.

*Cash surrender value of life insurance policies* – Cash surrender value of life insurance policies is based upon the reserve value, which is the face amount of the contracts discounted at a specific rate of interest according to the insured's life expectancy.

*Fixed income* – Fixed income represents securities that are generally not traded on a daily basis. The fair value estimates of such investments are based on observable market information, rather than on market quotes. Accordingly, the estimates of fair value for such investments, as provided by the pricing service, are included in Level 2.

5. Property and Equipment and Accumulated Depreciation and Amortization

The Council held the following property and equipment as of June 30, 2017:

|   |                   |
|---|-------------------|
| Leasehold improvements                          | \$ 680,026        |
| Furniture and equipment                         | <u>177,350</u>    |
| Total Property and Equipment                    | 857,376           |
| Less: Accumulated Depreciation and Amortization | <u>(135,546)</u>  |
| Property and Equipment, Net                     | <u>\$ 721,830</u> |

Depreciation and amortization expense were \$82,460 for the year ended June 30, 2017.

6. Temporarily Restricted Net Assets

As of June 30, 2017, temporarily restricted net assets were available for the following projects which are part of the categorical grants program:

|   |                     |
|---|---------------------|
| Gates Foundation Project                | \$ 869,913          |
| Wallace Foundation Project              | 569,669             |
| Schusterman Foundation Grant            | 510,000             |
| College Board Grant                     | 400,000             |
| Helmsley Foundation Grant               | 334,654             |
| Shirley Schwartz Urban Impact Award     | 21,989              |
| Green Garner Scholarship                | <u>15,000</u>       |
| Total Temporarily Restricted Net Assets | <u>\$ 2,721,225</u> |

Continued



**COUNCIL OF THE GREAT CITY SCHOOLS**

**NOTES TO FINANCIAL STATEMENTS  
For the Year Ended June 30, 2017**

---

7. Commitments and Contingencies

**Operating Lease**

On December 21, 2015, the Council entered into a noncancelable operating lease for a new office space for its headquarters in Washington, D.C. The lease term is for the period July 1, 2016 through June 30, 2027. The lease provides for 12 months of rent abatement, and contains a fixed escalation clause for increases in the annual minimum rent. Additionally, under the terms of the lease, the Council received an allowance of \$721,491 for building improvements as an incentive to enter into the lease agreement, of which \$680,026 was used for the office build-out and the remaining \$41,465 was set aside for future improvements. Under GAAP, all fixed rent increases, less any rental abatements and all lease incentives, are recognized on a straight-line basis over the term of the lease. The difference between rent paid and that expensed is reflected as deferred rent and lease incentive in the accompanying statement of financial position.

Rent expense totaled \$313,253 for the year ended June 30, 2017.

The future minimum rental payments required under this lease, as of June 30, 2017, were as follows:

| For the Year Ending<br>June 30, |                     |
|---------------------------------|---------------------|
| 2018                            | \$ 361,077          |
| 2019                            | 370,117             |
| 2020                            | 379,363             |
| 2021                            | 388,859             |
| 2022                            | 398,603             |
| Thereafter                      | <u>2,147,887</u>    |
| Total                           | <u>\$ 4,045,906</u> |

**Concentration of Cash**

The Council maintains its cash and cash equivalents with certain commercial financial institutions, which aggregate balance, at times, may exceed the Federal Deposit Insurance Corporation (FDIC) insured limit of \$250,000 per depositor per institution. As of June 30, 2017, the Council had approximately \$2,867,000 composed of demand deposits, which exceeded the maximum limit insured by the FDIC by approximately \$1,367,000. The Council monitors the creditworthiness of these institutions and has not experienced any credit losses on its cash and cash equivalents.

**Hotel Commitments**

The Council has entered into agreements with several hotels through 2019 to provide conference facilities and room accommodations for its annual meeting and other meetings and workshops. The agreements contain various clauses whereby the Council is liable for liquidated damages in the event of cancellation or lower-than-anticipated attendance. The Council's management does not believe that any losses will be incurred under these contracts. As of June 30, 2017, the maximum possible amount of liquidated damages was approximately \$1,678,000.

Continued

COUNCIL OF THE GREAT CITY SCHOOLS

NOTES TO FINANCIAL STATEMENTS  
For the Year Ended June 30, 2017

7. Commitments and Contingencies (continued)

**Employment Agreement**

The Council entered into an employment agreement with its Executive Director that expires in June 2018. Under the terms of the agreement, the Council is to pay the Executive Director amounts for compensation, benefits and allowances, unless the Council terminates the agreement for cause. If the Council terminates the agreement for reasons other than cause, the Executive Director is entitled to receive severance pay equal to six months of his then-current annual compensation.

8. Functional Expenses

The costs of providing various programs and other activities have been allocated among the programs based on direct costs and an allocated portion of shared costs. The Council's program service expenses were as follows for the year ended June 30, 2017:

|  |                     |
|--|---------------------|
| Categorical Grants                     | \$ 2,122,690        |
| Meetings and Conferences               | 1,690,525           |
| Legislative Advocacy                   | 585,339             |
| Strategic Support Teams                | 514,959             |
| Public Advocacy                        | 423,109             |
| Policy Research                        | 233,025             |
| Member Services                        | 177,230             |
| Special Projects Account               | 61,308              |
| Curriculum and Instruction             | 54,710              |
| KPI Business Plan                      | 51,923              |
| Exxon Mobil Bernard Harris Scholarship | 25,024              |
| Urban Deans                            | <u>4,001</u>        |
| Total Program Services                 | <u>\$ 5,943,843</u> |

9. Pension Plans

The Council sponsors a defined contribution pension plan, which is available to all full-time employees who have completed one year of service. The Council contributes 5% of each eligible employee's gross salary into the plan annually. For the year ended June 30, 2017, pension expense totaled \$148,129.

In addition, the Council has a deferred compensation plan under Sections 457(b) and 457(f) of the Internal Revenue Code for "top hat" employees. For the year ended June 30, 2017, the Council deferred \$42,000 and \$18,000 for the 457(f) plan and 457(b) plan, respectively, on behalf of the Council's Executive Director, and these amounts are included in salaries and fringe benefits. As of June 30, 2017, the 457(b) plan had assets of \$366,836 and the 457(f) plan had assets of \$147,315, which represent the cumulative amount of contributions to the plans and accumulated earnings and losses since inception.

Continued

## COUNCIL OF THE GREAT CITY SCHOOLS

### NOTES TO FINANCIAL STATEMENTS For the Year Ended June 30, 2017

---

#### 10. Income Taxes

The Council is exempt from the payment of taxes on income other than net unrelated business income under Section 501(c)(3) of the IRC. No provision for income taxes is required for the year ended June 30, 2017, as the Council had no net unrelated business income.

The Council follows the authoritative guidance relating to accounting for uncertainty in income taxes included in ASC Topic 740, *Income Taxes*. These provisions provide consistent guidance for the accounting for uncertainty in income taxes recognized in an entity's financial statements and prescribe a threshold of "more likely than not" for recognition and derecognition of tax positions taken or expected to be taken in a tax return. The Council performed an evaluation of uncertain tax positions for the year ended June 30, 2017, and determined that there were no matters that would require recognition in the financial statements or that may have any effect on its tax-exempt status. As of June 30, 2017, the statute of limitations for tax years ended June 30, 2014, through June 30, 2016 remained open with the U.S. federal jurisdiction or the various states and local jurisdictions in which the Council files tax returns. It is the Council's policy to recognize interest and/or penalties related to uncertainty in income taxes, if any, in income tax expense. As of June 30, 2017, the Council had no accruals for interest and/or penalties.

#### 11. Summarized Financial Information

The financial statements include certain prior year summarized comparative information in total but not by net asset class and functional area. Such information does not include sufficient detail to constitute a presentation in conformity with GAAP. Accordingly, such information should be read in conjunction with the Council's financial statements for the year ended June 30, 2016, from which the summarized information was derived.

#### 12. Subsequent Events

In preparing these financial statements, the Council has evaluated events and transactions for potential recognition or disclosure through January 31, 2018, the date the financial statements were available to be issued. There were no subsequent events that require recognition or disclosure in these financial statements.

**SUPPLEMENTAL INFORMATION**

**COUNCIL OF THE GREAT CITY SCHOOLS**  
**SCHEDULE OF PROJECT REVENUE AND EXPENSES**  
**For the Year Ended June 30, 2017**

|   | Meetings<br>and<br>Conferences | Exxon Mobil<br>Bernard Harris<br>Scholarship | Strategic<br>Support<br>Teams | Special<br>Projects<br>Account | KPI<br>Business<br>Plan | Helmley<br>Foundation<br>Grant | Schusterman<br>Foundation<br>Grant | Urban<br>Deans  | Shirley<br>Schwartz<br>Urban<br>Impact Award | Gates<br>Foundation<br>Project | University of<br>Chicago<br>Grant | Wallace<br>Foundation<br>Project | College Board<br>Grant | Total               |
|---|--------------------------------|--|-------------------------------|--------------------------------|-------------------------|--------------------------------|------------------------------------|-----------------|--|--------------------------------|-----------------------------------|----------------------------------|------------------------|---------------------|
| <b>REVENUE AND SUPPORT</b>  |                                |  |                               |                                |                         |                                |                                    |                 |  |                                |                                   |                                  |                        |                     |
| Grants and contracts  | \$ -                           | \$ -   | \$ 433,863                    | \$ -                           | \$ -                    | \$ -                           | \$ 510,000                         | \$ -            | \$ -   | \$ -                           | \$ 19,513                         | \$ 850,000                       | \$ 400,000             | \$ 2,213,376        |
| Sponsorships  | 1,212,275                      | 25,000                                       | -                             | -                              | -                       | -                              | -                                  | 900             | -  | -                              | -                                 | -                                | -                      | 1,238,175           |
| Registration fees   | 478,248                        | -  | -                             | -                              | -                       | -                              | -                                  | -               | -  | -                              | -                                 | -                                | -                      | 478,248             |
| Royalties and other income  | -                              | -  | -                             | -                              | 56,788                  | -                              | -                                  | -               | -  | -                              | -                                 | -                                | -                      | 56,788              |
| Membership dues   | -                              | -  | -                             | -                              | -                       | -                              | 12,000                             | -               | -  | -                              | -                                 | -                                | -                      | 12,000              |
| Interest  | -                              | -  | -                             | -                              | -                       | -                              | -                                  | -               | -  | -                              | -                                 | -                                | -                      | -                   |
| <b>TOTAL REVENUE<br/>AND SUPPORT</b>  | <b>1,690,523</b>               | <b>25,000</b>                                | <b>433,863</b>                | <b>-</b>                       | <b>56,788</b>           | <b>-</b>                       | <b>510,000</b>                     | <b>12,000</b>   | <b>900</b>                                   | <b>-</b>                       | <b>19,513</b>                     | <b>850,000</b>                   | <b>400,000</b>         | <b>3,998,587</b>    |
| <b>EXPENSES</b>   |                                |  |                               |                                |                         |                                |                                    |                 |  |                                |                                   |                                  |                        |                     |
| Outside services  | 322,025                        | 20,024                                       | 269,744                       | 61,308                         | 51,923                  | 246,152                        | -                                  | 3,166           | -  | 280,555                        | 4,406                             | 137,693                          | -                      | 1,396,996           |
| Salaries and fringe benefits  | 153,284                        | -  | -                             | -                              | -                       | 80,880                         | -                                  | -               | -  | 564,680                        | 7,839                             | 377,249                          | -                      | 1,183,932           |
| Travel and meeting expenses   | 1,094,105                      | 310  | 95,574                        | -                              | -                       | 16,278                         | -                                  | -               | -  | 75,716                         | 2,250                             | 47,498                           | -                      | 1,331,731           |
| Expenses allocated to projects  | 50,576                         | 4,488  | 146,327                       | -                              | -                       | 34,503                         | -                                  | -               | -  | 138,651                        | 5,085                             | 89,728                           | -                      | 469,358             |
| Postage and shipping  | 16,022                         | 45   | -                             | -                              | -                       | 160                            | -                                  | -               | -  | 22                             | -                                 | 90                               | -                      | 16,339              |
| Copying and printing  | 54,503                         | -  | 1,169                         | -                              | -                       | 3,964                          | -                                  | 835             | -  | 1,900                          | -                                 | -                                | -                      | 62,371              |
| Telephone   | 10                             | -  | 2,145                         | -                              | -                       | 214                            | -                                  | -               | -  | 498                            | -                                 | -                                | -                      | 2,867               |
| Dues, subscriptions and<br>publications   | -                              | 117  | -                             | -                              | -                       | 438                            | -                                  | -               | -  | 1,095                          | -                                 | 146                              | -                      | 1,796               |
| General supplies  | -                              | 40   | -                             | -                              | -                       | 5,000                          | -                                  | -               | -  | -                              | -                                 | -                                | -                      | 5,040               |
| <b>TOTAL EXPENSES</b>   | <b>1,690,525</b>               | <b>25,024</b>                                | <b>514,959</b>                | <b>61,308</b>                  | <b>51,923</b>           | <b>387,589</b>                 | <b>-</b>                           | <b>4,001</b>    | <b>-</b>                                     | <b>1,063,117</b>               | <b>19,580</b>                     | <b>652,404</b>                   | <b>-</b>               | <b>4,470,430</b>    |
| <b>CHANGE IN NET ASSETS</b>   | <b>(2)</b>                     | <b>(24)</b>                                  | <b>(81,096)</b>               | <b>(61,308)</b>                | <b>4,865</b>            | <b>(387,589)</b>               | <b>510,000</b>                     | <b>7,999</b>    | <b>900</b>                                   | <b>(1,063,117)</b>             | <b>(67)</b>                       | <b>197,596</b>                   | <b>400,000</b>         | <b>(471,843)</b>    |
| Excess cost (revenue)<br>transferred to completed<br>programs and returned<br>grant funds | -                              | 24   | -                             | -                              | -                       | -                              | -                                  | -               | -  | -                              | 67                                | -                                | -                      | 91                  |
| <b>PROJECT BALANCES,<br/>BEGINNING OF YEAR</b>  | <b>619,759</b>                 | <b>-</b>                                     | <b>(68,352)</b>               | <b>171,209</b>                 | <b>(24,498)</b>         | <b>722,243</b>                 | <b>-</b>                           | <b>403</b>      | <b>21,089</b>                                | <b>1,933,030</b>               | <b>-</b>                          | <b>372,073</b>                   | <b>-</b>               | <b>3,746,956</b>    |
| <b>PROJECT BALANCES,<br/>END OF YEAR</b>  | <b>\$ 619,757</b>              | <b>\$ -</b>                                  | <b>\$ (149,448)</b>           | <b>\$ 109,901</b>              | <b>\$ (19,633)</b>      | <b>\$ 334,654</b>              | <b>\$ 510,000</b>                  | <b>\$ 8,402</b> | <b>\$ 21,989</b>                             | <b>\$ 869,913</b>              | <b>\$ -</b>                       | <b>\$ 569,669</b>                | <b>\$ 400,000</b>      | <b>\$ 3,275,204</b> |



January 31, 2018

To the Audit Committee of the  
Council of the Great City Schools

Professional standards require us to advise those charged with governance of the following matters relating to our recently completed audit of the Council of the Great City Schools (the Council) as of and for the year ended June 30, 2017. The matters discussed herein are those that we have noted as of January 31, 2018, and we have not updated our procedures regarding these matters since that date. This letter is solely for the internal use of the Audit Committee, the Board of Directors, and management and is not intended to be and should not be used by anyone other than these specified parties.

#### ITEMS TO BE COMMUNICATED

***The Auditor's Responsibility under Auditing Standards Generally Accepted in the United States of America.*** The auditor is responsible for obtaining reasonable assurance about whether the financial statements that have been prepared by management with the oversight of those charged with governance are free of material misstatements, whether caused by error or fraud. An audit in accordance with generally accepted auditing standards (GAAS) provides reasonable, rather than absolute, assurance or guarantee of the accuracy of the financial statements and is subject to the inherent risk that errors or fraud, if they exist, have not been detected. Such standards also require the auditor to obtain a sufficient understanding of the organization's internal controls to plan the audit for the purpose of determining the auditor's procedures and not to provide any assurance concerning such internal controls.

***Planned Scope and Timing of the Audit.*** The auditor should communicate with those charged with governance an overview of the planned scope and timing of the audit.

#### AUDITOR'S RESPONSE

Communicated in our engagement letter dated March 24, 2017, and our opinion on the financial statements. Our audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

A discussion was held with the Treasurer/Secretary of the Board of Directors regarding the planned scope and timing of the audit, the intention of which was to assist those charged with governance in understanding better the consequences of our audit work on their oversight responsibilities, along with assisting us in understanding the Council and its environment.

**ITEMS TO BE COMMUNICATED**

**AUDITOR'S RESPONSE**

**Qualitative Aspects of Significant Accounting Practices.** Management is responsible for the selection and use of appropriate accounting policies. The auditor should advise those charged with governance about the appropriateness of accounting policies and their application and disclosures.

The significant accounting policies are described in the notes to the financial statements. The application of significant existing policies was not changed during the year. We have reviewed the accounting policies and disclosures that management has identified to be the most critical and concur with management's assessment. We noted no significant transactions entered into by the Council during the year that were unusual or transactions for which there is a lack of authoritative guidance.

**Management Judgments and Accounting Estimates.** Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

We believe that the Council's allocation of expenses and allowance for doubtful accounts represent particularly sensitive accounting estimates. We have evaluated the key factors and assumptions used to develop these estimates and believe they are reasonable in relation to the financial statements taken as a whole.

**Significant Difficulties Encountered.** The auditor should inform those charged with governance of any significant difficulties encountered in dealing with management related to the performance of the audit.

We are pleased to inform you that there were no significant difficulties encountered during the course of the audit. All records and information requested by Raffa were freely available for inspection. Management and other personnel provided full cooperation.

**Corrected and Uncorrected Misstatements and Financial Statement Disclosures.** The auditor is required to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and to communicate such misstatements to the appropriate level of management. The auditor should also communicate with those charged with governance corrected and uncorrected misstatements and the effect that these misstatements have on the financial statements.

During the audit, two adjustments were proposed by us, approved by management and properly recorded. These adjustments were to record an additional allowance for receivables that are deemed to be uncollectible and to record amortization expense on the leasehold improvements. In addition, management also proposed and recorded an adjustment to record additional sponsorship revenue. A copy of these adjustments posted as part of the audit process is attached (see Attachment 1).

There were no waived audit adjustments.

**ITEMS TO BE COMMUNICATED**

**AUDITOR'S RESPONSE**

**Disagreements with Management.** The auditor should discuss with those charged with governance any disagreements with management, whether or not satisfactorily resolved, about matters that, individually or in the aggregate, could be significant to the organization's financial statements or the auditor's report.

We are pleased to report that no such disagreements arose during the course of our audit.

**Management Representations.** The auditor must inform those charged with governance of the representations required from management.

We have requested certain representations from management in the management representation letter. This letter is attached.

**Management's Consultation with Other Accountants.** When the auditor is aware that management has consulted with other accountants about accounting and auditing matters, the auditor should discuss with those charged with governance his or her views about significant matters that were the subject of such consultation.

We are not aware of any consultations by management with other accountants on the application of generally accepted accounting principles.

**Significant Issues Discussed with Management prior to Our Retention.** The auditor should communicate with those charged with governance any significant issues that were discussed or were the subject of correspondence with management prior to our retention.

There were no major accounting or other issues of concern discussed with management prior to our being retained as auditor for the 2017 audit.

**Independence.** GAAS requires independence for all audits. Relevant matters to consider in reaching a conclusion about independence include circumstances or relationships that create threats to auditor independence and the related safeguards that have been applied to eliminate those threats or reduce them to an acceptable level.

We are not aware of any circumstances or relationships that would impair our independence.

**Material Alternative Accounting Treatments Discussed with Management.** The auditor must inform those charged with governance of discussions with management regarding alternative accounting treatments.

During the past year, there were no discussions with management concerning material alternative accounting treatments.



**ITEMS TO BE COMMUNICATED**

**AUDITOR'S RESPONSE**

***Other Significant and Relevant Issues Arising from the Audit.*** The auditor must inform those charged with governance of findings or issues arising from the audit that are, in the auditor's professional judgment, significant and relevant to those charged with governance regarding their oversight of the financial reporting process.

During fiscal year 2017, the Council entered into an agreement with the Executive Director to provide the Executive Director certain benefits after retirement. Raffa had discussions with management as part of the audit process regarding the valuation and potential recognition of this post-retirement benefit in the financial statements of the Council. In addition, we also had discussions regarding the importance of supporting how the Council's Board of Directors performed its due diligence related to the Executive Director's compensation.

There were no other issues arising from the audit that we consider significant and relevant to those charged with governance.

***Internal Control Matters.*** The auditor must communicate, in writing, to management and those charged with governance all significant deficiencies and material weaknesses identified during the audit.

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

**Council of the Great City Schools**

**Attachment**

**Year End: June 30, 2017**

**Adjusting Journal Entries**

**Date: 7/1/2016 To 6/30/2017**

| <b>Number</b> | <b>Date</b> | <b>Name</b>  | <b>Account No</b> | <b>Debit</b>     | <b>Credit</b>    |
|---------------|-------------|--|-------------------|------------------|------------------|
| 1             | 6/30/2017   | Accounts Receivable  | 1040-10           | 5,000.00         |                  |
| 1             | 6/30/2017   | Sponsor Contribution   | 4032-20-F         |                  | 5,000.00         |
|               |             | PBC: To record a contribution from Scholastic for the Green/Garner scholarship award.  |                   |                  |                  |
| 2             | 6/30/2017   | Allowance for Bad Debt   | 1071-10           |                  | 10,000.00        |
| 2             | 6/30/2017   | Uncoll Revenue   | 5003-10           | 10,000.00        |                  |
|               |             | Raffa proposed: To record an additional allowance for receivables that are deemed to be uncollectible to conform to CGCS allowance policy. |                   |                  |                  |
| 3             | 6/30/2017   | Accu Amort - Leasehold Improvement   | 1066-10           |                  | 68,003.00        |
| 3             | 6/30/2017   | Amortization Expense   | 5084-10           | 68,003.00        |                  |
|               |             | Raffa proposed: To record amortization expense for the leasehold improvement.  |                   |                  |                  |
|               |             |  |                   | <b>83,003.00</b> | <b>83,003.00</b> |

**January 31, 2018**

**Raffa, PC**  
1899 L St NW, Suite 850  
Washington, DC, 20036

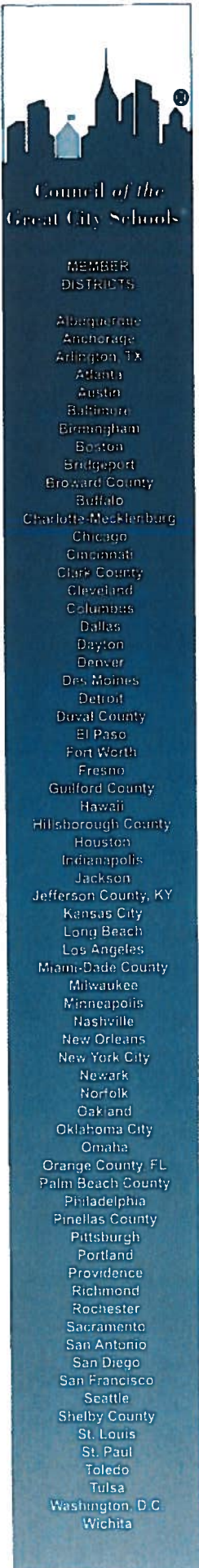
This representation letter is provided in connection with your audit of the financial statements of the Council of Great City Schools (the Council), which comprise the statements of financial position as of June 30, 2017, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of **January 31, 2018**, the following representations made to you during your audit.

**Financial Statements**

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated March 24, 2017, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
- 3) We acknowledge our responsibility for 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.
- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 5) Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
- 6) Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
- 7) All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 8) We are not aware of any pending or threatened litigation and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 9) Material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
- 10) Guarantees, whether written or oral, under which the Council is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.



**Information Provided**

11) We have provided you with:

- a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
- b) Additional information that you have requested from us for the purpose of the audit.
- c) Unrestricted access to persons within the Council from whom you determined it necessary to obtain audit evidence.
- d) Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.

12) All material transactions have been recorded in the accounting records and are reflected in the financial statements.

13) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

14) We have no knowledge of any fraud or suspected fraud that affects the Council and involves:

- a) Management,
- b) Employees who have significant roles in internal control, or
- c) Others where the fraud could have a material effect on the financial statements.

15) We have no knowledge of any allegations of fraud or suspected fraud affecting the Council's financial statements communicated by employees, former employees, grantors, regulators, or others.

16) We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.

17) We have disclosed to you all known actual or possible litigation, claims, and assessment, if any, whose effects should be considered when preparing the financial statements.

18) We have disclosed to you the identity of the Council's related parties and all the related-party relationships and transactions of which we are aware.

19) The Council has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.

20) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.

21) The Council is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the Council's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.

22) We acknowledge our responsibility for presenting the Schedule of Project Revenue and Expenses in accordance with U.S. GAAP, and we believe the Schedule of Project Revenue and Expenses, including its form and content, is fairly presented in accordance with U.S. GAAP. The methods of measurement and presentation of the Schedule of Project Revenue and Expenses have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.

Signature:   
Title: Executive Director

Signature:   
Title: Director of Finance and Administration

**2017-2018 BUDGET**

**GENERAL OPERATIONS  
BUDGET REPORT**

**FOR**

**SIX MONTHS ENDING**

**DECEMBER 31, 2017**

COUNCIL OF THE GREAT CITY SCHOOLS  
FY 2017-18 Membership Dues

STATUS OF MEMBERSHIP DUES AS OF March 5, 2018

| DISTRICT                       | NOT PAID  | PAID        | Date Rec'd<br>FY17-18 |     | Date Rec'd<br>FY16-17 |     | Date Rec'd<br>FY15-16 |     | Date Rec'd<br>FY14-15 |
|--------------------------------|-----------|-------------|-----------------------|-----|-----------------------|-----|-----------------------|-----|-----------------------|
| 1 Albuquerque                  |           | \$43,276    | 6/19/2017             | *** | 6/22/2016             |     | 8/20/2015             |     | 7/21/2014             |
| 2 Anchorage                    |           | \$37,868    | 7/19/2017             |     | 8/1/2016              |     | 6/8/2015              | *** | 6/3/2014              |
| 3 Arlington                    |           | \$43,276    | 12/4/2017             |     | 2/7/2017              |     | 9/8/2015              |     | NEW                   |
| 4 Atlanta                      | \$37,868  |             |                       |     | 8/1/2016              |     | 8/4/2015              |     | 8/11/2014             |
| 5 Austin                       |           | \$43,276    | 7/26/2017             |     | 6/30/2016             | *** | 10/22/2015            |     | 3/2/2015              |
| 6 Baltimore                    |           | \$43,276    | 8/14/2017             |     | 11/1/2016             |     | 8/24/2015             |     | 7/23/2014             |
| 7 Birmingham                   |           | \$37,868    | 7/31/2017             |     | 7/28/2016             |     | 6/10/2015             | *** | 6/30/2014             |
| 8 Boston                       |           | \$43,276    | 10/30/2017            |     | 8/2/2016              |     | 7/5/2015              |     | 8/11/2014             |
| 9 Bridgeport                   |           | \$20,746    | 8/28/2017             |     | 8/18/2016             |     | 8/20/2015             |     | 6/26/2014             |
| 10 Broward County              |           | \$55,898    |                       |     | 2/21/2017             |     | 3/8/2016              |     | 9/23/2014             |
| 11 Buffalo                     |           | \$37,868    | 8/22/2017             |     | 8/18/2016             |     | 9/9/2015              |     | 8/18/2014             |
| 12 Charleston County           | \$37,868  |             |                       |     | did not pay           |     | 5/27/2016             |     | 5/7/2015              |
| 13 Charlotte-Mecklenburg       |           | \$48,684    | 6/27/2017             | *** | 6/21/2016             | *** | 6/8/2015              | *** | 6/13/2014             |
| 14 Chicago                     |           | \$55,898    | 2/9/2018              |     | 4/18/2017             |     | 5/16/2016             |     | 2/17/2015             |
| 15 Cincinnati                  |           | \$37,868    | 11/1/2017             |     | 3/6/2017              |     | 12/7/2015             |     | 2/10/2015             |
| 16 Clark County                |           | \$55,898    | 7/24/2017             |     | 8/24/2016             |     | 9/17/2015             |     | 7/31/2014             |
| 17 Cleveland                   |           | \$37,868    | 1/12/2018             |     | 10/14/2016            |     | 7/21/2015             |     | 6/30/2014             |
| 18 Columbus                    |           | \$37,868    | 8/10/2017             |     | 8/18/2016             |     | 7/24/2015             |     | 8/29/2014             |
| 19 Dallas                      |           | \$48,684    | 6/30/2017             | *** | 6/30/2016             | *** | 5/3/2016              |     | 7/21/2014             |
| 20 Dayton                      |           | \$37,868    | 12/11/2017            |     | 8/11/2016             |     | 7/15/2016             |     | 9/18/2014             |
| 21 Denver                      |           | \$43,276    | 10/30/2017            |     | 9/7/2016              |     | 7/13/2015             |     | 8/4/2014              |
| 22 Des Moines*                 |           | \$30,596    | 6/29/2017             | *** | 7/12/2016             |     | 10/27/2015            |     | 6/17/2014             |
| 23 Detroit                     |           | \$37,868    | 3/1/2018              |     | 2/13/2017             |     | did not pay           |     | 11/21/2014            |
| 24 Duval County                |           | \$48,684    | 8/22/2017             |     | 8/29/2016             |     | 8/20/2015             |     | 8/4/2014              |
| 25 El Paso                     |           | \$43,276    | 8/7/2017              |     | 1/24/2017             |     | 8/6/2015              |     | 2/17/2015             |
| 26 Fort Worth                  |           | \$43,276    | 1/3/2018              |     | 8/1/2016              |     | 7/31/2015             |     | 2/25/2015             |
| 27 Fresno                      |           | \$43,276    | 8/7/2017              |     | 9/20/2016             |     | 7/14/2015             |     | 9/3/2014              |
| 28 Greensboro(Guilford Cty)    |           | \$43,276    | 8/24/2017             |     | 9/13/2016             |     | 11/5/2015             |     | 10/3/2014             |
| 29 Hawaii                      |           | \$48,684    | 7/19/2017             |     | 6/21/2016             | *** | 7/6/2015              |     | 11/25/2014            |
| 30 Hillsborough County (Tampa) |           | \$55,898    | 11/3/2017             |     | 1/24/2017             |     | 8/4/2015              |     | 7/23/2014             |
| 31 Houston                     |           | \$55,898    | 8/14/2017             |     | 8/2/2016              |     | 6/5/2015              | *** | 7/7/2014              |
| 32 Indianapolis                |           | \$37,868    | 9/12/2017             |     | 8/1/2016              |     | 1/12/2016             |     | 7/7/2014              |
| 33 Jackson. MS                 |           | \$37,868    | 8/14/2017             |     | 12/21/2016            |     | 2/24/2016             |     | 8/11/2014             |
| 34 Jefferson County            |           | \$43,276    | 8/1/2017              |     | 8/23/2016             |     | 8/7/2015              |     | 8/4/2014              |
| 35 Kansas City, MO             |           | \$37,868    | 11/27/2017            |     | 8/18/2016             |     | 7/28/2015             |     | 9/15/2014             |
| 36 Long Beach                  |           | \$43,276    | 7/31/2017             |     | 7/12/2016             |     | 8/25/2015             |     | 8/11/2014             |
| 37 Los Angeles                 |           | \$55,898    | 1/29/2017             |     | 8/10/2016             |     | 3/2/2016              |     | 8/8/2014              |
| 38 Miami-Dade County           |           | \$55,898    | 8/8/2017              |     | 8/18/2016             |     | 7/28/2015             |     | 8/4/2014              |
| 39 Milwaukee                   |           | \$43,276    | 6/19/2017             | *** | 6/15/2016             | *** | 6/3/2015              | *** | 6/23/2014             |
| 40 Minneapolis                 |           | \$37,868    | 8/1/2017              |     | 8/1/2016              |     | 3/15/2016             |     | 9/18/2014             |
| 41 Nashville                   |           | \$43,276    | 8/1/2017              |     | 8/4/2016              |     | 8/4/2015              |     | 7/23/2014             |
| 42 New Orleans                 | \$37,868  |             | did not pay           |     | did not pay           |     | did not pay           |     | did not pay           |
| 43 New York City               |           | \$55,898    | 9/22/2017             |     | 8/19/2016             |     | 1/19/2016             |     | 10/1/2014             |
| 44 Newark                      | \$37,868  |             | did not pay           |     | did not pay           |     | 3/8/2016              |     | 2/6/2015              |
| 45 Norfolk                     |           | \$37,868    | 7/24/2017             |     | 8/29/2016             |     | 2/17/2016             |     | 9/15/2014             |
| 46 Oakland                     |           | \$37,868    | 10/16/2017            |     | 7/12/2016             |     | 7/28/2015             |     | 6/19/2014             |
| 47 Oklahoma City               |           | \$37,868    | 8/8/2017              |     | 8/18/2016             |     | 8/20/2015             |     | 8/12/2014             |
| 48 Omaha                       |           | \$37,868    | 6/14/2017             | *** | 6/15/2016             | *** | 6/5/2015              | *** | 6/20/2014             |
| 49 Orange County, FL           |           | \$48,684    | 12/11/2017            |     | 6/7/2016              | *** | 5/20/2015             | *** | 6/2/2014              |
| 50 Palm Beach County           |           | \$48,684    | 7/10/2017             |     | 7/18/2016             |     | 7/21/2015             |     | 2/10/2015             |
| 51 Philadelphia                |           | \$48,684    |                       |     | 4/4/2017              |     | 9/17/2015             |     | 2/12/2015             |
| 52 Pinellas County             |           | \$48,684    | 7/24/2017             |     | 7/22/2016             |     | 3/2/2016              |     |                       |
| 53 Pittsburgh                  |           | \$37,868    | 6/27/2017             | *** | 7/12/2016             |     | 6/8/2015              | *** | 7/11/2014             |
| 54 Portland                    |           | \$37,868    | 7/24/2017             |     | 7/18/2016             |     | 7/20/2015             |     | 6/20/2014             |
| 55 Providence*                 |           | \$30,596    | 2/2/2018              |     | 3/28/2017             |     | 8/20/2015             |     | 1/21/2015             |
| 56 Richmond                    |           | \$37,868    | 7/31/2017             |     | 3/10/2017             |     | 4/26/2016             |     | 6/11/2014             |
| 57 Rochester                   |           | \$37,868    | 6/30/2017             | *** | 7/22/2016             |     | 6/16/2015             | *** | 6/11/2014             |
| 58 St. Louis                   |           | \$37,868    | 6/27/2017             | *** | 6/29/2016             | *** | 7/28/2015             |     | 8/11/2014             |
| 59 St. Paul                    |           | \$37,868    | 7/14/2017             |     | 7/28/2016             |     | 6/30/2015             | *** | 7/3/2014              |
| 60 Sacramento                  |           | \$37,868    | 9/21/2017             |     | 7/15/2016             |     | 6/3/2015              | *** | 8/1/2014              |
| 61 San Antonio                 |           | \$37,868    | 12/5/2017             |     | 1/18/2017             |     | 8/17/2015             |     | NEW                   |
| 62 San Diego                   |           | \$48,684    | 7/24/2017             |     | 7/18/2016             |     | 8/20/2015             |     | 8/1/2014              |
| 63 San Francisco               |           | \$43,276    | 8/14/2017             |     | 8/2/2016              |     | 8/20/2015             |     | 7/31/2014             |
| 64 Santa Ana                   |           | \$37,868    | 11/20/2017            |     | did not pay           |     | did not pay           |     | 8/11/2014             |
| 65 Seattle                     |           | \$37,868    | 6/27/2017             | *** | 7/12/2016             |     | 8/3/2015              |     | 7/23/2014             |
| 66 Shelby County               |           | \$48,684    | 8/14/2017             |     | 8/11/2016             |     | 9/25/2015             |     | 8/1/2014              |
| 67 Toledo                      |           | \$37,868    | 7/19/2017             |     | 1/18/2017             |     | 10/22/2015            |     | 8/11/2014             |
| 68 Tulsa                       |           | \$37,868    |                       |     | 7/11/2016             |     | 2/18/2016             |     | not a member          |
| 69 Washington, D.C.            |           | \$37,868    | 6/30/2017             | *** | 2/7/2017              |     | 8/4/2015              |     | 7/23/2014             |
| 70 Wichita                     |           | \$37,868    | 6/27/2017             | *** | 6/30/2016             | *** | 6/16/2015             | *** | 6/17/2014             |
| Total                          | \$151,472 | \$2,801,142 |                       |     |                       |     |                       |     |                       |

12

9

13

14

THE COUNCIL OF THE GREAT CITY SCHOOLS  
GENERAL OPERATING BUDGET  
FOR FY 2017-18

BY FUNCTION

|                                   | AUDITED<br>REPORT<br>FY16-17 | REVISED<br>BUDGET<br>FY17-18 | SIX MONTHS<br>REPORT<br>FY17-18 |
|-----------------------------------|------------------------------|------------------------------|---------------------------------|
| <b>GENERAL OPERATING REVENUE</b>  |                              |                              |                                 |
| MEMBERSHIP DUES                   | \$2,744,018.00               | \$2,839,010.00               | \$2,801,142.00                  |
| GRANTS AND CONTRACTS              | 15,000.00                    | 0.00                         | 0.00                            |
| SPONSOR CONTRIBUTION              | 46,000.00                    | 52,000.00                    | 25,000.00                       |
| REGISTRATION FEES                 | 0.00                         | 0.00                         | 0.00                            |
| INTEREST AND DIVIDENDS            | 258,081.78                   | 415,000.00                   | 370,182.57                      |
| ROYALTIES AND OTHER INCOME        | 3,295.87                     | 0.00                         | 0.00                            |
| TOTAL REVENUE                     | \$3,066,395.65               | \$3,306,010.00               | \$3,196,324.57                  |
| <b>GENERAL OPERATING EXPENSES</b> |                              |                              |                                 |
| ADMIN AND FINANCIAL MANAGEMENT    | \$1,266,240.24               | \$1,330,043.00               | \$697,753.88                    |
| EXECUTIVE LEADERSHIP              | \$525,433.05                 | 792,298.97                   | 288,020.57                      |
| FUNDRAISING ACTIVITIES            | \$25,331.63                  | 26,000.00                    | 13,798.34                       |
| LEGISLATIVE ADVOCACY              | \$585,339.34                 | 584,694.41                   | 339,655.26                      |
| CURRICULUM & INSTRUCTION          | \$54,711.87                  | 60,000.00                    | 5,381.57                        |
| PUBLIC ADVOCACY                   | \$423,109.22                 | 511,053.44                   | 240,960.68                      |
| MEMBER MANAGEMENT SERVICES        | \$177,230.09                 | 179,412.50                   | 91,583.33                       |
| POLICY RESEARCH                   | \$233,026.13                 | 614,507.68                   | 189,757.66                      |
| INDIRECT EXPENSES FROM PROJECTS   | (\$469,357.63)               | (612,154.00)                 | (231,402.92)                    |
| TOTAL OPERATING EXPENSES          | \$2,821,063.94               | \$3,485,856.00               | \$1,635,508.36                  |
| REVENUE OVER EXPENSES             | \$245,331.71                 | (\$179,846.00)               | \$1,560,816.21                  |
| <b>ADJUSTMENTS:</b>               |                              |                              |                                 |
| OPERATIONS CARRYOVER BALANCE      | \$9,997,891.52               |                              |                                 |
| CATEGORICAL PROG NET REVENUE      | (\$471,840.59)               |                              |                                 |
| NET GAIN/(LOSS) ON INVESTMENT     | \$574,644.70                 |                              |                                 |
| LOSS ON RETURN OF GRANT FUNDS     | \$0.00                       |                              |                                 |
| <b>ENDING BALANCE</b>             | <b>\$10,346,027.34</b>       |                              |                                 |



THE COUNCIL OF THE GREAT CITY SCHOOLS  
GENERAL OPERATING BUDGET  
FOR FY 2017-18

BY EXPENSE LINE

|                                   | AUDITED<br>REPORT<br>FY16-17 | REVISED<br>BUDGET<br>FY17-18 | SIX MONTHS<br>REPORT<br>FY17-18 |     |
|-----------------------------------|------------------------------|------------------------------|---------------------------------|-----|
| <b>GENERAL OPERATING REVENUE</b>  |                              |                              |                                 |     |
| MEMBERSHIP DUES                   | \$2,744,018.00               | \$2,839,010.00               | \$2,801,142.00                  |     |
| GRANTS AND CONTRACTS              | 15,000.00                    | 0.00                         | 0.00                            |     |
| SPONSOR CONTRIBUTION              | 46,000.00                    | 52,000.00                    | 25,000.00                       |     |
| REGISTRATION FEES                 | 0.00                         | 0.00                         | 0.00                            |     |
| INTEREST AND DIVIDENDS            | 258,081.78                   | 415,000.00                   | 370,182.57                      |     |
| ROYALTIES AND OTHER INCOME        | 3,295.87                     | 0.00                         | 0.00                            |     |
| TOTAL REVENUE                     | \$3,066,395.65               | \$3,306,010.00               | \$3,196,324.57                  | 97% |
| <b>GENERAL OPERATING EXPENSES</b> |                              |                              |                                 |     |
| SALARIES & FRINGE BENEFITS        | \$1,992,880.10               | \$2,655,012.00               | \$1,195,769.97                  |     |
| OTHER INSURANCE                   | 21,012.40                    | 22,500.00                    | \$11,133.80                     |     |
| TRAVEL & MEETINGS                 | 66,040.64                    | 70,000.00                    | \$22,707.84                     |     |
| GENERAL SUPPLIES                  | 8,976.55                     | 15,000.00                    | \$5,663.33                      |     |
| SUBSCRIPTION & PUBLICATIONS       | 30,863.91                    | 30,000.00                    | \$14,752.87                     |     |
| COPYING & PRINTING                | 107,020.80                   | 125,000.00                   | \$45,152.59                     |     |
| OUTSIDE SERVICES                  | 504,168.71                   | 523,510.00                   | \$248,158.01                    |     |
| TELEPHONE                         | 30,953.52                    | 25,000.00                    | \$12,357.72                     |     |
| POSTAGE & SHIPPING                | 4,128.70                     | 8,000.00                     | \$2,504.15                      |     |
| EQPT LEASE MAINT & DEPRECIATION   | 91,123.60                    | 135,546.00                   | \$67,773.00                     |     |
| OFFICE RENT & UTILITIES           | 313,252.64                   | 368,442.00                   | \$180,938.00                    |     |
| ALLO FOR UNCOLLECTED REVENUE      | 120,000.00                   | 120,000.00                   | \$60,000.00                     |     |
| INDIRECT EXPENSES FROM PROJECTS   | (469,357.63)                 | (612,154.00)                 | (\$231,402.92)                  |     |
| TOTAL OPERATING EXPENSES          | \$2,821,063.94               | \$3,485,856.00               | \$1,635,508.36                  | 47% |
| REVENUE OVER EXPENSES             | \$245,331.71                 | (\$179,846.00)               | \$1,560,816.21                  |     |
| <b>ADJUSTMENTS:</b>               |                              |                              |                                 |     |
| OPERATIONS CARRYOVER BALANCE      | \$9,997,891.52               |                              |                                 |     |
| CATEGORICAL PROG NET REVENUE      | (\$471,840.59)               |                              |                                 |     |
| NET (GAIN)/LOSS ON INVESTMENT     | \$574,644.70                 |                              |                                 |     |
| LOSS ON RETURN OF GRANT FUNDS     | \$0.00                       |                              |                                 |     |
| <b>ENDING BALANCE</b>             | <b>\$10,346,027.34</b>       |                              |                                 |     |

(01/09/18)  
 (Budget-Jan 2018)

THE COUNCIL OF THE GREAT CITY SCHOOLS  
 GENERAL OPERATING BUDGET  
 REVISED BUDGET FOR FISCAL YEAR 2017-18

|                                   | FINANCE &<br>ADMIN<br>(10) | EXECUTIVE<br>SUPPORT<br>(11) | FUNDRAISING<br>ACTIVITIES<br>(12) | LEGISLATIVE<br>ADVOCACY<br>(13) | CURRICULUM<br>& INSTRUCTION<br>(14) | PUBLIC<br>ADVOCACY<br>(15) | MEMBER MGT<br>SERVICES<br>(16) | RESEARCH<br>ADVOCACY<br>(17) | ONE<br>YEAR<br>TOTAL  |
|-----------------------------------|----------------------------|------------------------------|-----------------------------------|---------------------------------|-------------------------------------|----------------------------|--------------------------------|------------------------------|-----------------------|
| <b>GENERAL OPERATING EXPENSES</b> |                            |                              |                                   |                                 |                                     |                            |                                |                              |                       |
| SALARIES & FRINGE BENEFITS        | \$422,629.00               | \$663,798.97                 | \$25,000.00                       | \$422,494.41                    | \$0.00                              | \$365,553.44               | \$173,812.50                   | \$581,723.68                 | \$2,655,012.00        |
| OTHER INSURANCE                   | 22,500.00                  | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 22,500.00             |
| TRAVEL & MEETINGS                 | 2,500.00                   | 32,500.00                    | 0.00                              | 10,000.00                       | 0.00                                | 7,000.00                   | 3,000.00                       | 15,000.00                    | 70,000.00             |
| GENERAL SUPPLIES                  | 15,000.00                  | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 15,000.00             |
| SUBSCRIPTION & PUBLICATIONS       | 6,200.00                   | 0.00                         | 0.00                              | 13,700.00                       | 0.00                                | 5,000.00                   | 100.00                         | 5,000.00                     | 30,000.00             |
| COPYING & PRINTING                | 500.00                     | 5,000.00                     | 0.00                              | 3,000.00                        | 0.00                                | 105,500.00                 | 1,000.00                       | 10,000.00                    | 125,000.00            |
| OUTSIDE SERVICES                  | 228,726.00                 | 83,000.00                    | 0.00                              | 130,000.00                      | 60,000.00                           | \$21,000.00                | 0.00                           | 784.00                       | 523,510.00            |
| TELEPHONE                         | 7,500.00                   | 7,500.00                     | 500.00                            | 5,000.00                        | 0.00                                | 1,500.00                   | 1,500.00                       | 1,500.00                     | 25,000.00             |
| POSTAGE & SHIPPING                | 500.00                     | 500.00                       | 500.00                            | 500.00                          | 0.00                                | 5,500.00                   | 0.00                           | 500.00                       | 8,000.00              |
| EQPT LEASE MAINT & DEP            | 135,546.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 135,546.00            |
| OFFICE RENT & UTILITIES           | 368,442.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 368,442.00            |
| ALLO FOR UNCOLLECTED REVENUE      | 120,000.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 120,000.00            |
| EXPENSES ALLOCATED TO PROJECTS    | (612,154.00)               | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | (612,154.00)          |
| TOTAL OPERATING EXPENSES          | \$717,889.00               | \$792,298.97                 | \$26,000.00                       | \$584,694.41                    | \$60,000.00                         | \$511,053.44               | \$179,412.50                   | \$614,507.68                 | <b>\$3,485,856.00</b> |
|                                   | \$612,154.00               |                              |                                   |                                 |                                     |                            |                                |                              |                       |
|                                   | \$1,330,043.00             |                              |                                   |                                 |                                     |                            |                                |                              |                       |

(01/09/18)  
(SIX MONTHS Report.xls)

THE COUNCIL OF THE GREAT CITY SCHOOLS  
GENERAL OPERATING BUDGET  
FOR FY 2017-18  
EXPENSES FOR SIX MONTHS ENDING DECEMBER 31, 2017

|                                   | ADMIN & FINAN<br>MANAGEMENT<br>(10) | EXECUTIVE<br>SUPPORT<br>(11) | FUNDRAISING<br>ACTIVITIES<br>(12) | LEGISLATIVE<br>SERVICES<br>(13&31) | CURRICULUM<br>& INSTRUCT<br>(14) | PUBLIC<br>ADVOCACY<br>(15) | MEMBER<br>MGT SERVICES<br>(16) | POLICY<br>RESEARCH<br>(17) | SIX MONTHS<br>TOTAL<br>(7/1/17-12/31/17) |
|-----------------------------------|-------------------------------------|------------------------------|-----------------------------------|------------------------------------|----------------------------------|----------------------------|--------------------------------|----------------------------|--|
| <b>GENERAL OPERATING EXPENSES</b> |                                     |                              |                                   |                                    |                                  |                            |                                |                            |  |
| SALARIES & FRINGE BENEFITS        | \$245,727.36                        | \$211,516.40                 | \$13,798.34                       | \$264,379.99                       | \$0.00                           | \$183,923.79               | \$91,217.79                    | \$185,206.31               | \$1,195,769.97                           |
| OTHER INSURANCE                   | 11,133.80                           | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | 11,133.80                                |
| TRAVEL & MEETINGS                 | \$477.20                            | 17,905.02                    | 0.00                              | 103.47                             | 0.00                             | 1,237.38                   | 0.00                           | 2,984.77                   | 22,707.84                                |
| GENERAL SUPPLIES                  | 5,663.33                            | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | 5,663.33                                 |
| SUBSCRIPTION & PUBLICATIONS       | 3,552.30                            | 1,099.00                     | 0.00                              | 7,886.12                           | 0.00                             | 1,218.19                   | 0.00                           | 997.26                     | 14,752.87                                |
| COPYING & PRINTING                | 112.75                              | 622.50                       | 0.00                              | 0.00                               | 214.30                           | 43,778.04                  | 0.00                           | 425.00                     | 45,152.59                                |
| OUTSIDE SERVICES                  | 112,471.96                          | 54,662.01                    | 0.00                              | 65,856.77                          | 5,167.27                         | 10,000.00                  | 0.00                           | 0.00                       | 248,158.01                               |
| TELEPHONE                         | 9,192.83                            | 1,449.05                     | 0.00                              | 1,106.53                           | 0.00                             | 139.97                     | 325.02                         | 144.32                     | 12,357.72                                |
| POSTAGE & SHIPPING                | 711.35                              | 766.59                       | 0.00                              | 322.38                             | 0.00                             | 663.31                     | 40.52                          | 0.00                       | 2,504.15                                 |
| EQPT LEASE MAINT & DEP            | 67,773.00                           | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | 67,773.00                                |
| OFFICE RENT & UTILITIES           | 180,938.00                          | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | 180,938.00                               |
| ALLO FOR UNCOLLECTED REVENUE      | 60,000.00                           | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | 60,000.00                                |
| INDIRECT EXPENSES FROM PROJECTS   | (231,402.92)                        | 0.00                         | 0.00                              | 0.00                               | 0.00                             | 0.00                       | 0.00                           | 0.00                       | (231,402.92)                             |
| TOTAL OPERATING EXPENSES          | \$466,350.96                        | \$288,020.57                 | \$13,798.34                       | \$339,655.26                       | \$5,381.57                       | \$240,960.68               | \$91,583.33                    | \$189,757.66               | \$1,635,508.36                           |
|                                   | \$231,402.92                        |                              |                                   |                                    |                                  |                            |                                |                            |  |
|                                   | \$697,753.88                        |                              |                                   |                                    |                                  |                            |                                |                            |  |

1/9/2018

**INVESTMENT SCHEDULE - FY17-18  
ENDING 12/31/17  
Balances are from date of purchase**

| <b>INVESTMENT<br/>ACCOUNTS</b>          | <b>ENDING<br/>BALANCE<br/>12/31/2017</b> | <b>PURCHASES<br/>(7/1/17 -<br/>12/31/17)</b> | <b>SOLD<br/>(7/1/17 -<br/>12/31/17)</b> | <b>UNREAL<br/>GAINS/(LOSS)<br/>(7/1/17 - 12/31/17)</b> | <b>REAL<br/>GAINS/(LOSS)<br/>(7/1/17 - 12/31/17)</b> |
|---|--|--|---|--|--|
| Banc of Calif NA CD                     | \$ -                                     | \$ -   | \$ (250,000.00)                         | \$ 42.50   | \$ -   |
| Citibank NA CD                          | \$ -                                     | \$ -   | \$ (250,000.00)                         | \$ (873.05)  | \$ -   |
| Discover Bank CD                        | \$ 249,942.50                            | \$ 250,000.00                                | \$ -                                    | \$ (17.50)   | \$ -   |
| SALLIE Mae Bank CD                      | \$ 249,880.00                            | \$ 250,000.00                                | \$ -                                    | \$ (120.00)  | \$ -   |
| Aberdeen FDS Emerging Mkts Fd           | \$ 302,128.63                            | \$ 3,940.47                                  | \$ -                                    | \$ 22,068.65   | \$ -   |
| Amer Cent Fds                           | \$ 649,202.01                            | \$ 60,819.01                                 | \$ -                                    | \$ 12,002.30   | \$ -   |
| Baron Inv Funds Trust Small Cap         | \$ 454,711.59                            | \$ 461,792.60                                | \$ -                                    | \$ 22,846.13   | \$ -   |
| Deutsche Sec TR Enhanced Comm           | \$ 128,919.18                            | \$ 301.52                                    | \$ -                                    | \$ 9,697.36  | \$ -   |
| Deutsche Sec Tr Glob RE                 | \$ -                                     | \$ -   | \$ (184,877.56)                         | \$ (3,693.91)  | \$ 1,726.11  |
| Dodge&Cox Intl Stock                    | \$ 390,555.74                            | \$ 7,377.29                                  | \$ -                                    | \$ 22,336.32   | \$ -   |
| Eaton Vance Inc Fd                      | \$ 264,261.31                            | \$ 7,511.82                                  | \$ -                                    | \$ (2,753.13)  | \$ -   |
| Eaton Vance Large Cap Val Fd            | \$ -                                     | \$ -   | \$ (744,995.43)                         | \$ (186.84)  | \$ (7,046.12)  |
| First Eagle Fds Sogen Overseas          | \$ 271,926.17                            | \$ 9,417.10                                  | \$ -                                    | \$ 2,368.30  | \$ -   |
| Goldman Sachs Treas Instr               | \$ 59,998.42                             | \$ 258.15                                    | \$ -                                    | \$ -   | \$ -   |
| Harbor Fund Cap Appr                    | \$ 595,809.29                            | \$ 60,943.76                                 | \$ -                                    | \$ 23,295.34   | \$ -   |
| Hartford Mut Fds MIDCAP Fd              | \$ 322,948.04                            | \$ 14,153.31                                 | \$ -                                    | \$ 18,011.38   | \$ -   |
| JPMorgan Core Bd FD Selct               | \$ 812,158.21                            | \$ 82,477.97                                 | \$ -                                    | \$ (3,409.36)  | \$ -   |
| MFS Ser TR 1 Value Fd                   | \$ 746,019.77                            | \$ 714,157.15                                | \$ -                                    | \$ 31,862.62   | \$ -   |
| MFS Ser TR X Emerging Mkts Debt         | \$ 193,984.90                            | \$ 4,421.92                                  | \$ -                                    | \$ 2,275.61  | \$ -   |
| Nuveen INVT Fds Inc RE Secs*            | \$ -                                     | \$ 785.96                                    | \$ (123,644.48)                         | \$ (6,619.76)  | \$ 6,674.96  |
| Inv Mgrs Pioneer Oak Ridge Sm Cp        | \$ -                                     | \$ -   | \$ (381,547.51)                         | \$ (29,979.94)   | \$ 22,364.01   |
| Oakmark Equity and Income Fd (Harris)   | \$ 744,992.48                            | \$ 59,961.50                                 | \$ -                                    | \$ (1,291.30)  | \$ -   |
| Principal FDS Inc. Glob RE Secs         | \$ 214,622.49                            | \$ 212,441.41                                | \$ -                                    | \$ 2,181.08  | \$ -   |
| T. Rowe Price RE Fimd                   | \$ 67,495.97                             | \$ 66,093.39                                 | \$ -                                    | \$ 1,402.58  | \$ -   |
| Victory Portfolios Sm Co Oppty          | \$ 476,520.96                            | \$ 25,129.19                                 | \$ -                                    | \$ 20,189.49   | \$ -   |
| Virtus Emerging Mkts Opportunites       | \$ 221,265.92                            | \$ 857.50                                    | \$ -                                    | \$ 18,257.63   | \$ -   |
| Virtus Asset CEREDX (formerly Ridgewth) | \$ 371,906.67                            | \$ 67,028.03                                 | \$ -                                    | \$ (50,376.46)   | \$ -   |
| <b>TOTAL:</b>                           | <b>\$ 7,789,250.25</b>                   | <b>\$ 2,359,869.05</b>                       | <b>\$ (1,935,064.98)</b>                | <b>\$ 109,516.04</b>                                   | <b>\$ 23,718.96</b>                                  |

*\*(Banc of Calif NA CD was redeemed 8/25/17)*

**NOTE:** The Investment ending balance shown above does not include the Wells Fargo Checking Accounts used for operations, which had an ending balance of \$2,746,428.31 as of 12/31/17.

COUNCIL OF THE GREAT CITY SCHOOLS  
Investment Portfolio by Asset Class  
As of 12/31/2017

| Fund Name                               | Ticker | Category per Morningstar            | Amount              | Asset Class                                  |
|---|--------|-------------------------------------|---------------------|--|
| Discover Bank CD                        |        | Certificate of Deposit              | \$ 249,943          | Fixed Income                                 |
| SALLIE Mae Bank CD                      |        | Certificate of Deposit              | \$ 249,880          | Fixed Income                                 |
| MFS Ser TR X Emerging Markets Debt      | MEDIX  | Diversified Emerging Markets        | \$ 193,985          | Fixed Income                                 |
| Eaton Vance Inc Fd                      | EIBIX  | High yield bond                     | \$ 264,261          | Fixed Income                                 |
| JPMorgan Core Bd Fd Selct               | WOBDX  | Intermediate term - bond            | \$ 812,158          | Fixed Income                                 |
|   |        |                                     | <u>\$ 1,770,227</u> |  |
| Amer Cen Mut Funds                      | TWGIX  | Large growth - equity               | \$ 649,202          | Large Cap Equity                             |
| Harbor Fund Cap Appr                    | HACAX  | Large growth - equity               | \$ 595,809          | Large Cap Equity                             |
| MFS Ser TR 1 Value Fd                   | MEIIX  | Large Value equity                  | \$ 746,020          | Large Cap Equity                             |
|   |        |                                     | <u>\$ 1,991,031</u> |  |
| Victory Sycamore Small Co. Opp I        | VSOIX  | Small Value                         | \$ 476,521          | Small/Mid Cap Equity                         |
| Baron Invt Funds Trust Small Cap        | BSFIX  | Small growth - equity               | \$ 454,712          | Small/Mid Cap Equity                         |
| Oakmark Equity and Income Fd (Harris)   | OAYBX  | Mid-Cap Value                       | \$ 744,992          | Small/Mid Cap Equity                         |
| Virtus Asset CEREDX (Formerly Ridgewth) | SMVTX  | Mid-Cap Value                       | \$ 371,907          | Small/Mid Cap Equity                         |
| Hartford Mut Fds MIDCAP Fd              | HFMIX  | Midcap Growth - equity              | \$ 322,948          | Small/Mid Cap Equity                         |
|   |        |                                     | <u>\$ 2,371,080</u> |  |
| Aberdeen Emerging Markets Instl         | ABEMX  | Diversified Emerging Markets        | \$ 302,129          | International Equity                         |
| Virtus Emerging Mkts Opportunities      | HIEMX  | Diversified Emerging Markets-equity | \$ 221,266          | International Equity                         |
| Dodge & Cox Intl Stock Fd               | DODFX  | Foreign Large Blend - equity        | \$ 390,556          | International Equity                         |
| First Eagle Fds Sogen Overseas          | SGOIX  | Foreign Large Blend - equity        | \$ 271,926          | International Equity                         |
|   |        |                                     | <u>\$ 1,185,876</u> |  |
| Principal FDS Inc. Glob RE Secs         | POSEX  | Real Estate - equity                | \$ 214,622          | Alternative Investments                      |
| Deutsche Secs TR Comm Stra              | SKIRX  | Commodities Broad Basket            | \$ 128,919          | Alternative Investments                      |
| T. Rowe Price RE Find                   | TRREX  | Real Estate - equity                | \$ 67,496           | Public Real Estate (Alternative Investments) |
|   |        |                                     | <u>\$ 411,038</u>   |  |
| Goldman Sach TR Treas Instr             | FTIXX  | Money Market                        | \$ 59,998           | Cash Equivalent                              |
|   |        |                                     | <u>\$ 59,998</u>    |  |
| <b>Total Investments</b>                |        |                                     | <b>\$ 7,789,250</b> |  |

COUNCIL OF THE GREAT CITY SCHOOLS  
 ASSET ALLOCATION ACTUALS VS TACTICAL RANGE  
 For Fiscal Year ending 12/31/2017

| ASSET CLASS DISTRIBUTION |             |             |             |             |          |             |                           |
|--------------------------|-------------|-------------|-------------|-------------|----------|-------------|---------------------------|
| Fixed                    | Large Cap   | Small/Mid   | Intl        | Alternative | Cash     | TOTAL       |                           |
| \$1,770,227              | \$1,991,031 | \$2,371,080 | \$1,185,876 | \$411,038   | \$59,998 | \$7,789,250 |                           |
| \$0                      | \$0         | \$0         | \$0         | \$0         | \$0      | \$0         |                           |
| \$1,770,227              | \$1,991,031 | \$2,371,080 | \$1,185,876 | \$411,038   | \$59,998 | \$7,789,250 | <b>TOTALS</b>             |
| 22.73%                   | 25.56%      | 30.44%      | 15.22%      | 5.28%       | 0.77%    | 100.00%     | ACTUALS, Dec 31 2017 (%)  |
| 20.0%-60%                | 20%-40%     | 5%-25%      | 10%-30%     | 0%-20%      | 0%-20%   |             | TACTICAL RANGE Change (%) |
| 38%                      | 27%         | 15%         | 15%         | 3%          | 2%       | 100.00%     | STRATEGIC TARGET (%)      |

## Components of Operational Expense Types

### Salaries and Fringe Benefits

- Basic salaries
- Life and disability insurance
- 403 (b) employer contribution
- Health benefits
- Unemployment compensation
- Employment taxes
- Paid absences

### Other Insurances

- Officers and Directors Liability
- Umbrella Liability
- Workmen's Compensation

### Travel and Meetings

- Staff Travel (unreimbursed)

### General Supplies

- Paper
- Letterhead
- Mailing labels
- Envelops
- Folders
- Binders
- Computer supplies

### Subscriptions and Publications

- New York Times
- USA Today
- Education Weekly
- Education Daily
- Committee for Education Funding membership
- AERA membership
- NABJ membership
- Bank card

### Copying and Printing

- Report printing
- Urban Educator printing

Outside Services

- Auditing Services
- Technology and internet support
- Database maintenance
- Corporate registration
- Banking services and charges
- Temporary services
- Editing services
- Legal services
- ADP payroll services
- Transact license
- Ricki Price-Baugh
- Julie Wright-Halbert
- Strategic Support Team Member expenses

Participant Support Costs

- SubGrantee Expenses

Telephone

- Monthly telephone
- Conference calls
- Cell phones

Postage and Shipping

- Mailings
- Messenger services
- Federal Express
- UPS

Equipment Lease, Maintenance and Deprecation

- Postage meter
- Copier Maintenance
- Computers
- Printers
- Fax machine

Office Rent and Utilities

- Office rent
- Off-site storage

Project In-kind Contribution

- Matching

Expenses Allocated to Projects

- Indirect costs



**CATEGORICAL PROJECTS  
BUDGET REPORT**

**FOR**

**SIX MONTHS ENDING**

**DECEMBER 31, 2017**

THE COUNCIL OF THE GREAT CITY SCHOOLS  
REVENUE AND EXPENSE REPORT  
SIX MONTHS ENDING DECEMBER 31, 2017

CATEGORICAL PROJECTS  
PAGE 1 OF 2

|                                | MEETINGS<br>AND<br>CONFERENCES<br>(20) | STRATEGIC<br>SUPPORT<br>TEAMS<br>(21) | SPECIAL<br>PROJECTS<br>ACCOUNT<br>(22) | KPI<br>BUSINESS<br>PLAN<br>(29) | GATES<br>SOLUTIONS TO<br>COMMON CORE<br>(32) | NAGB TUDA<br>CONTRACT<br>(33) | HELMSLEY<br>GRANT<br>(34) | SCHUSTERMAN<br>GRANT<br>(38) |
|--------------------------------|--|---------------------------------------|--|---------------------------------|--|-------------------------------|---------------------------|------------------------------|
| <b>OPERATING REVENUE</b>       |  |                                       |  |                                 |  |                               |                           |                              |
| MEMBER DUES                    | \$0.00                                 | \$0.00                                | \$0.00                                 | \$0.00                          | \$0.00                                       | \$0.00                        | \$0.00                    | \$0.00                       |
| GRANTS & CONTRACTS             | 0.00                                   | 30,000.00                             | 0.00                                   | 0.00                            | 0.00   | 134,140.78                    | 0.00                      | 0.00                         |
| SPONSOR CONTRIBUTION           | 782,775.00                             | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| REGISTRATION FEES              | 314,687.50                             | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| INTEREST AND DIVIDENDS         | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| ROYALTIES AND OTHER INCOME     | 0.00                                   | 0.00                                  | 0.00                                   | 28,629.52                       | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| <b>TOTAL REVENUE</b>           | <b>\$1,097,462.50</b>                  | <b>\$30,000.00</b>                    | <b>\$0.00</b>                          | <b>\$28,629.52</b>              | <b>\$0.00</b>                                | <b>\$134,140.78</b>           | <b>\$0.00</b>             | <b>\$0.00</b>                |
| <b>OPERATING EXPENSES</b>      |  |                                       |  |                                 |  |                               |                           |                              |
| SALARIES & FRINGE BENEFITS     | \$76,697.56                            | \$0.00                                | \$0.00                                 | \$0.00                          | \$18,908.54                                  | \$0.00                        | \$87,031.25               | \$45,898.05                  |
| OTHER INSURANCE                | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| TRAVEL AND MEETING EXPENSES    | 733,360.73                             | 1,907.92                              | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 6,168.21                  | 0.00                         |
| GENERAL SUPPLIES               | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 32,608.23                    |
| DUES, SUBSCR & PUBLICATION     | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 59.70                     | 0.00                         |
| COPYING & PRINTING             | 36,219.00                              | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| OUTSIDE SERVICES               | 183,046.03                             | 53,644.72                             | 25,000.00                              | 0.00                            | 0.00   | 0.00                          | 53,931.84                 | 147,666.44                   |
| TELEPHONE                      | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| POSTAGE & SHIPPING             | 14,339.26                              | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| EQPT LEASE MAINT & DEP         | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| OFFICE RENT & UTILITIES        | 0.00                                   | 0.00                                  | 0.00                                   | 0.00                            | 0.00   | 0.00                          | 0.00                      | 0.00                         |
| EXPENSES ALLOCATED TO PROJECTS | 104,366.26                             | 17,221.32                             | 2,500.00                               | 0.00                            | 2,836.28                                     | 0.00                          | 13,544.62                 | 24,586.91                    |
| <b>TOTAL PROJECT EXPENSES</b>  | <b>\$1,148,028.84</b>                  | <b>\$72,773.96</b>                    | <b>\$27,500.00</b>                     | <b>\$0.00</b>                   | <b>\$21,744.82</b>                           | <b>\$0.00</b>                 | <b>\$160,735.62</b>       | <b>\$250,759.63</b>          |
| REVENUE OVER EXPENSES          | (\$50,566.34)                          | (\$42,773.96)                         | (\$27,500.00)                          | \$28,629.52                     | (\$21,744.82)                                | \$134,140.78                  | (\$160,735.62)            | (\$250,759.63)               |
| CLOSEOUT OF COMPLETED PROJECTS | \$0.00                                 | \$0.00                                | \$0.00                                 | \$0.00                          | \$0.00                                       | \$0.00                        | \$0.00                    | \$0.00                       |
| IN-KIND CONTRIBUTION           | \$0.00                                 | \$0.00                                | \$0.00                                 | \$0.00                          | \$0.00                                       | \$0.00                        | \$0.00                    | \$0.00                       |
| CARRYOVER BALANCE 6/30/17      | \$619,756.43                           | (\$149,449.53)                        | \$109,901.03                           | (\$19,632.08)                   | \$568,997.87                                 | \$0.00                        | \$334,652.54              | \$510,000.00                 |
| ENDING BALANCE 12/31/17        | \$569,190.09                           | (\$192,223.49)                        | \$82,401.03                            | \$8,997.44                      | \$547,253.05                                 | \$134,140.78                  | \$173,916.92              | \$259,240.37                 |

THE COUNCIL OF THE GREAT CITY SCHOOLS  
REVENUE AND EXPENSE REPORT  
**SIX MONTHS ENDING DECEMBER 31, 2017**

**CATEGORICAL PROJECTS**  
**PAGE 2 OF 2**

|                                | URBAN<br>DEANS<br>NETWK<br>(40) | S Schwartz<br>Urban Impact<br>Award<br>(41) | GATES<br>FOUNDATION<br>CCSS Implem<br>(49) | WALLACE<br>FOUNDATION<br>GRANT<br>(55/56) | DISASTER<br>RELIEF<br>GRANT<br>(77) | COLLEGE<br>BOARD<br>GRANT<br>(86) | SIX MONTHS<br>TOTAL<br>(7/1/17-12/31/17) |
|--------------------------------|---------------------------------|---|--|---|-------------------------------------|-----------------------------------|--|
| <b>OPERATING REVENUE</b>       |                                 |   |  |   |                                     |                                   |  |
| MEMBER DUES                    | \$500.00                        | \$0.00                                      | \$0.00                                     | \$0.00                                    | \$0.00                              | \$0.00                            | \$500.00                                 |
| GRANTS & CONTRACTS             | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 50,000.00                           | 0.00                              | \$214,140.78                             |
| SPONSOR CONTRIBUTION           | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$782,775.00                             |
| REGISTRATION FEES              | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$314,687.50                             |
| INTEREST                       | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$0.00                                   |
| SALE OF PUBLICATION            | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$28,629.52                              |
| <b>TOTAL REVENUE</b>           | <b>\$500.00</b>                 | <b>\$0.00</b>                               | <b>\$0.00</b>                              | <b>\$0.00</b>                             | <b>\$50,000.00</b>                  | <b>\$0.00</b>                     | <b>\$1,340,732.80</b>                    |
| <b>OPERATING EXPENSES</b>      |                                 |   |  |   |                                     |                                   |  |
| SALARIES & FRINGE BENEFITS     | \$0.00                          | \$0.00                                      | \$112,062.43                               | \$65,498.92                               | \$0.00                              | \$0.00                            | \$406,096.74                             |
| OTHER INSURANCE                | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$0.00                                   |
| TRAVEL AND MEETING EXPENSES    | 0.00                            | 0.00  | 38,508.01                                  | 2193.41                                   | 9915.44                             | 0.00                              | \$792,053.72                             |
| GENERAL SUPPLIES               | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$32,608.23                              |
| DUES, SUBSCR & PUBLICATION     | 0.00                            | 0.00  | 486.45                                     | 0.00                                      | 0.00                                | 0.00                              | \$546.15                                 |
| COPYING & PRINTING             | 0.00                            | 0.00  | 6,293.88                                   | 0.00                                      | 0.00                                | 0.00                              | \$42,512.88                              |
| OUTSIDE SERVICES               | 2,527.51                        | 0.00  | 104,372.18                                 | 55298.54                                  | 14456.43                            | 65000.00                          | \$704,943.69                             |
| TELEPHONE                      | 4.35                            | 0.00  | 232.95                                     | 0.00                                      | 0.00                                | 0.00                              | \$237.30                                 |
| POSTAGE & SHIPPING             | 316.62                          | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$14,655.88                              |
| EQPT LEASE MAINT & DEP         | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$0.00                                   |
| OFFICE RENT & UTILITIES        | 0.00                            | 0.00  | 0.00                                       | 0.00                                      | 0.00                                | 0.00                              | \$0.00                                   |
| EXPENSES ALLOCATED TO PROJECTS | 0.00                            | 0.00  | 38,961.72                                  | 18,448.63                                 | 2,437.19                            | 6,500.00                          | \$231,402.92                             |
| <b>TOTAL PROJECT EXPENSES</b>  | <b>\$2,848.48</b>               | <b>\$0.00</b>                               | <b>\$300,917.62</b>                        | <b>\$141,439.50</b>                       | <b>\$26,809.06</b>                  | <b>\$71,500.00</b>                | <b>\$2,225,057.51</b>                    |
| REVENUE OVER EXPENSES          | (\$2,348.48)                    | \$0.00                                      | (\$300,917.62)                             | (\$141,439.50)                            | \$23,190.94                         | (\$71,500.00)                     | (\$884,324.71)                           |
| CLOSEOUT OF COMPLETED PROJECTS | \$0.00                          | \$0.00                                      | \$0.00                                     | \$0.00                                    | \$0.00                              | \$0.00                            | \$0.00                                   |
| IN-KIND CONTRIBUTION           | \$0.00                          | \$0.00                                      | \$0.00                                     | \$0.00                                    | \$0.00                              | \$0.00                            | \$0.00                                   |
| CARRYOVER BALANCE 6/30/17      | \$8,401.78                      | \$21,989.50                                 | \$300,917.62                               | \$569,668.87                              | \$0.00                              | \$400,000.00                      | \$3,275,204.03                           |
| ENDING BALANCE 12/31/17        | \$6,053.30                      | \$21,989.50                                 | \$0.00                                     | \$428,229.37                              | \$23,190.94                         | \$328,500.00                      | \$2,390,879.32                           |

**PROPOSED BUDGET FOR FY 2018-2019**

(01/05/18)

COUNCIL OF THE GREAT CITY SCHOOLS  
1331 Pennsylvania Avenue, N.W., Suite 1100 N, Washington, D.C. 20004  
Tel (202) 393-2427 Fax (202) 393-2400 Web Page: <http://www.cgcs.org>



## MEMBERSHIP DUES STRUCTURE BY TIERS

|                                     | 2017-2018<br>DUES | WITH 2.2%<br>INCREASE<br>2018-2019<br>DUES |
|-------------------------------------|-------------------|--|
| Largest city in the state<br>TIER I | \$30,596.00       | \$31,269.00                                |
| Based on enrollment                 |                   |  |
| TIER II 35,000 TO 54,000            | \$37,868.00       | \$38,701.00                                |
| TIER III 54,001 TO 99,000           | \$43,276.00       | \$44,228.00                                |
| TIER IV 99,001 TO 200,000           | \$48,684.00       | \$49,755.00                                |
| TIER V 200,001 PLUS                 | \$55,898.00       | \$57,128.00                                |

(01/09/18)

COUNCIL OF THE GREAT CITY SCHOOLS  
FY 2018-19 Membership Dues

| District                     | 2016-17<br>Dues | 2017-18<br>Dues | 2.20%<br>increase<br><b>2018-19<br/>Dues</b> |
|------------------------------|-----------------|-----------------|--|
| 1 Albuquerque                | \$42,557        | \$43,276        | \$44,228                                     |
| 2 Anchorage                  | \$37,239        | \$37,868        | \$38,701                                     |
| 3 Arlington                  | \$42,557        | \$43,276        | \$44,228                                     |
| 4 Atlanta                    | \$37,239        | \$37,868        | \$38,701                                     |
| 5 Austin                     | \$42,557        | \$43,276        | \$44,228                                     |
| 6 Baltimore                  | \$42,557        | \$43,276        | \$44,228                                     |
| 7 Birmingham                 | \$37,239        | \$37,868        | \$38,701                                     |
| 8 Boston                     | \$42,557        | \$43,276        | \$44,228                                     |
| 9 Bridgeport                 | \$30,088        | \$30,596        | \$31,269                                     |
| 10 Broward County            | \$54,969        | \$55,898        | \$57,128                                     |
| 11 Buffalo                   | \$37,239        | \$37,868        | \$38,701                                     |
| 12 Charleston County         | \$37,239        | \$37,868        | \$38,701                                     |
| 13 Charlotte-Mecklenburg     | \$47,875        | \$48,684        | \$49,755                                     |
| 14 Chicago                   | \$54,969        | \$55,898        | \$57,128                                     |
| 15 Cincinnati                | \$37,239        | \$37,868        | \$38,701                                     |
| 16 Clark County              | \$54,969        | \$55,898        | \$57,128                                     |
| 17 Cleveland                 | \$37,239        | \$37,868        | \$38,701                                     |
| 18 Columbus                  | \$37,239        | \$37,868        | \$38,701                                     |
| 19 Dallas                    | \$47,875        | \$48,684        | \$49,755                                     |
| 20 Dayton                    | \$37,239        | \$37,868        | \$38,701                                     |
| 21 Denver                    | \$42,557        | \$43,276        | \$44,228                                     |
| 22 Des Moines*               | \$30,088        | \$30,596        | \$31,269                                     |
| 23 Detroit                   | \$37,239        | \$37,868        | \$38,701                                     |
| 24 Duval County              | \$47,875        | \$48,684        | \$49,755                                     |
| 25 El Paso                   | \$42,557        | \$43,276        | \$44,228                                     |
| 26 Fort Worth                | \$42,557        | \$43,276        | \$44,228                                     |
| 27 Fresno                    | \$42,557        | \$43,276        | \$44,228                                     |
| 28 Greensboro (Guilford Cty) | \$42,557        | \$43,276        | \$44,228                                     |
| 29 Hawaii                    | \$47,875        | \$48,684        | \$49,755                                     |
| 30 Hillsborough County       | \$54,969        | \$55,898        | \$57,128                                     |
| 31 Houston                   | \$54,969        | \$55,898        | \$57,128                                     |
| 32 Indianapolis              | \$37,239        | \$37,868        | \$38,701                                     |
| 33 Jackson, MS               | \$37,239        | \$37,868        | \$38,701                                     |
| 34 Jefferson County          | \$42,557        | \$43,276        | \$44,228                                     |
| 35 Kansas City, MO           | \$37,239        | \$37,868        | \$38,701                                     |
| 36 Long Beach                | \$42,557        | \$43,276        | \$44,228                                     |
| 37 Los Angeles               | \$54,969        | \$55,898        | \$57,128                                     |
| 38 Miami-Dade County         | \$54,969        | \$55,898        | \$57,128                                     |
| 39 Milwaukee                 | \$42,557        | \$43,276        | \$44,228                                     |
| 40 Minneapolis               | \$37,239        | \$37,868        | \$38,701                                     |
| 41 Nashville                 | \$42,557        | \$43,276        | \$44,228                                     |

|       |                         |             |             |             |
|-------|-------------------------|-------------|-------------|-------------|
| 42    | New Orleans             | \$37,239    | \$37,868    | \$38,701    |
| 43    | New York City           | \$54,969    | \$55,898    | \$57,128    |
| 44    | Newark                  | \$37,239    | \$37,868    | \$38,701    |
| 45    | Norfolk                 | \$37,239    | \$37,868    | \$38,701    |
| 46    | Oakland                 | \$37,239    | \$37,868    | \$38,701    |
| 47    | Oklahoma City           | \$37,239    | \$37,868    | \$38,701    |
| 48    | Omaha                   | \$37,239    | \$37,868    | \$38,701    |
| 49    | Orange County, FL       | \$47,875    | \$48,684    | \$49,755    |
| 50    | Palm Beach County       | \$47,875    | \$48,684    | \$49,755    |
| 51    | Philadelphia            | \$47,875    | \$48,684    | \$49,755    |
| 52    | Pinellas County         | \$47,875    | \$48,684    | \$49,755    |
| 53    | Pittsburgh              | \$37,239    | \$37,868    | \$38,701    |
| 54    | Portland                | \$37,239    | \$37,868    | \$38,701    |
| 55    | Providence*             | \$30,088    | \$30,596    | \$31,269    |
| 56    | Richmond                | \$37,239    | \$37,868    | \$38,701    |
| 57    | Rochester               | \$37,239    | \$37,868    | \$38,701    |
| 58    | St. Louis               | \$37,239    | \$37,868    | \$38,701    |
| 59    | St. Paul                | \$37,239    | \$37,868    | \$38,701    |
| 60    | Sacramento              | \$37,239    | \$37,868    | \$38,701    |
| 61    | San Antonio             | \$37,239    | \$37,868    | \$38,701    |
| 62    | San Diego               | \$47,875    | \$48,684    | \$49,755    |
| 63    | San Francisco           | \$42,557    | \$43,276    | \$44,228    |
| 64    | Santa Ana               | \$37,239    | \$37,868    | \$38,701    |
| 65    | Seattle                 | \$37,239    | \$37,868    | \$38,701    |
| 66    | Shelby County (Memphis) | \$47,875    | \$48,684    | \$49,755    |
| 67    | Toledo                  | \$37,239    | \$37,868    | \$38,701    |
| 68    | Tulsa                   | \$37,239    | \$37,868    | \$38,701    |
| 69    | Washington, D.C.        | \$37,239    | \$37,868    | \$38,701    |
| 70    | Wichita                 | \$37,239    | \$37,868    | \$38,701    |
| <hr/> |                         |             |             |             |
|       | Total                   | \$2,913,247 | \$2,962,464 | \$3,027,635 |

\*Largest city in the state

(03/05/18)  
 (Budget-Mar 2018)

THE COUNCIL OF THE GREAT CITY SCHOOLS  
 GENERAL OPERATING BUDGET

BY FUNCTION

|                                   | AUDITED<br>REPORT<br>FY16-17 | REVISED<br>BUDGET<br>FY17-18 | PROPOSED<br>BUDGET<br>FY18-19 |
|-----------------------------------|------------------------------|------------------------------|-------------------------------|
| <b>GENERAL OPERATING REVENUE</b>  |                              |                              |                               |
| MEMBERSHIP DUES                   | \$2,744,018.00               | \$2,839,010.00               | <b>\$2,911,532.00</b>         |
| GRANTS AND CONTRACTS              | 15,000.00                    | 0.00                         | <b>0.00</b>                   |
| SPONSOR CONTRIBUTION              | 46,000.00                    | 52,000.00                    | <b>50,000.00</b>              |
| REGISTRATION FEES                 | 0.00                         | 0.00                         | <b>0.00</b>                   |
| INTEREST AND DIVIDENDS            | 258,081.78                   | 415,000.00                   | <b>415,000.00</b>             |
| ROYALTIES AND OTHER INCOME        | 3,295.87                     | 0.00                         | <b>0.00</b>                   |
| <b>TOTAL REVENUE</b>              | <b>\$3,066,395.65</b>        | <b>\$3,306,010.00</b>        | <b>\$3,376,532.00</b>         |
| <b>GENERAL OPERATING EXPENSES</b> |                              |                              |                               |
| ADMIN AND FINANCIAL MANAGEMENT    | \$1,266,240.24               | \$1,330,043.00               | <b>\$1,440,740.25</b>         |
| EXECUTIVE LEADERSHIP              | 525,433.05                   | 792,298.97                   | <b>756,595.00</b>             |
| FUNDRAISING ACTIVITIES            | 25,331.63                    | 26,000.00                    | <b>26,000.00</b>              |
| LEGISLATIVE ADVOCACY              | 585,339.34                   | 584,694.41                   | <b>603,145.00</b>             |
| CURRICULUM & INSTRUCTION          | 54,711.87                    | 60,000.00                    | <b>60,000.00</b>              |
| PUBLIC ADVOCACY                   | 423,109.22                   | 511,053.44                   | <b>521,365.00</b>             |
| MEMBER MANAGEMENT SERVICES        | 177,230.09                   | 179,412.50                   | <b>183,888.75</b>             |
| POLICY RESEARCH                   | 233,026.13                   | 614,507.68                   | <b>712,140.00</b>             |
| EXPENSES ALLOCATED TO PROJECTS    | (469,357.63)                 | (612,154.00)                 | <b>(407,592.00)</b>           |
| <b>TOTAL OPERATING EXPENSES</b>   | <b>\$2,821,063.94</b>        | <b>\$3,485,856.00</b>        | <b>\$3,896,282.00</b>         |
| <b>REVENUE OVER EXPENSES</b>      | <b>\$245,331.71</b>          | <b>(\$179,846.00)</b>        | <b>(\$519,750.00)</b>         |
| <b>ADJUSTMENTS:</b>               |                              |                              |                               |
| OPERATIONS CARRYOVER BALANCE      | \$9,997,891.52               |                              |                               |
| CATEGORICAL PROG NET REVENUE      | (\$471,840.59)               |                              |                               |
| NET GAIN/(LOSS) ON INVESTMENT     | \$574,644.70                 |                              |                               |
| LOSS ON RETURN OF GRANT FUNDS     | \$0.00                       |                              |                               |
| <b>ENDING BALANCE</b>             | <b>\$10,346,027.34</b>       |                              |                               |



(03/05/18)  
 (Budget-Mar 2018)

THE COUNCIL OF THE GREAT CITY SCHOOLS  
 GENERAL OPERATING BUDGET

BY FUNCTION

|                                   | AUDITED<br>REPORT<br>FY16-17 | REVISED<br>BUDGET<br>FY17-18 | PROPOSED<br>BUDGET<br>FY18-19 |
|-----------------------------------|------------------------------|------------------------------|-------------------------------|
| <b>GENERAL OPERATING REVENUE</b>  |                              |                              |                               |
| MEMBERSHIP DUES                   | \$2,744,018.00               | \$2,839,010.00               | <b>\$2,911,532.00</b>         |
| GRANTS AND CONTRACTS              | 15,000.00                    | 0.00                         | <b>0.00</b>                   |
| SPONSOR CONTRIBUTION              | 46,000.00                    | 52,000.00                    | <b>50,000.00</b>              |
| REGISTRATION FEES                 | 0.00                         | 0.00                         | <b>0.00</b>                   |
| INTEREST AND DIVIDENDS            | 258,081.78                   | 415,000.00                   | <b>415,000.00</b>             |
| ROYALTIES AND OTHER INCOME        | 3,295.87                     | 0.00                         | <b>0.00</b>                   |
| <b>TOTAL REVENUE</b>              | <b>\$3,066,395.65</b>        | <b>\$3,306,010.00</b>        | <b>\$3,376,532.00</b>         |
| <b>GENERAL OPERATING EXPENSES</b> |                              |                              |                               |
| ADMIN AND FINANCIAL MANAGEMENT    | \$1,266,240.24               | \$1,330,043.00               | <b>\$1,440,740.25</b>         |
| EXECUTIVE LEADERSHIP              | 525,433.05                   | 792,298.97                   | <b>756,595.00</b>             |
| FUNDRAISING ACTIVITIES            | 25,331.63                    | 26,000.00                    | <b>26,000.00</b>              |
| LEGISLATIVE ADVOCACY              | 585,339.34                   | 584,694.41                   | <b>603,145.00</b>             |
| CURRICULUM & INSTRUCTION          | 54,711.87                    | 60,000.00                    | <b>60,000.00</b>              |
| PUBLIC ADVOCACY                   | 423,109.22                   | 511,053.44                   | <b>521,365.00</b>             |
| MEMBER MANAGEMENT SERVICES        | 177,230.09                   | 179,412.50                   | <b>183,888.75</b>             |
| POLICY RESEARCH                   | 233,026.13                   | 614,507.68                   | <b>712,140.00</b>             |
| EXPENSES ALLOCATED TO PROJECTS    | (469,357.63)                 | (612,154.00)                 | <b>(407,592.00)</b>           |
| <b>TOTAL OPERATING EXPENSES</b>   | <b>\$2,821,063.94</b>        | <b>\$3,485,856.00</b>        | <b>\$3,896,282.00</b>         |
| <b>REVENUE OVER EXPENSES</b>      | <b>\$245,331.71</b>          | <b>(\$179,846.00)</b>        | <b>(\$519,750.00)</b>         |
| <b>ADJUSTMENTS:</b>               |                              |                              |                               |
| OPERATIONS CARRYOVER BALANCE      | \$9,997,891.52               |                              |                               |
| CATEGORICAL PROG NET REVENUE      | (\$471,840.59)               |                              |                               |
| NET GAIN/(LOSS) ON INVESTMENT     | \$574,644.70                 |                              |                               |
| LOSS ON RETURN OF GRANT FUNDS     | \$0.00                       |                              |                               |
| <b>ENDING BALANCE</b>             | <b>\$10,346,027.34</b>       |                              |                               |

(01/10/18)  
 (Budget-Jan 2018)

THE COUNCIL OF THE GREAT CITY SCHOOLS  
 GENERAL OPERATING BUDGET  
 PROPOSED BUDGET FOR FISCAL YEAR 2018-19

|                                   | FINANCE &<br>ADMIN<br>(10) | EXECUTIVE<br>SUPPORT<br>(11) | FUNDRAISING<br>ACTIVITIES<br>(12) | LEGISLATIVE<br>ADVOCACY<br>(13) | CURRICULUM<br>& INSTRUCTION<br>(14) | PUBLIC<br>ADVOCACY<br>(15) | MEMBER MGT<br>SERVICES<br>(16) | RESEARCH<br>ADVOCACY<br>(17) | ONE<br>YEAR<br>TOTAL  |
|-----------------------------------|----------------------------|------------------------------|-----------------------------------|---------------------------------|-------------------------------------|----------------------------|--------------------------------|------------------------------|-----------------------|
| <b>GENERAL OPERATING EXPENSES</b> |                            |                              |                                   |                                 |                                     |                            |                                |                              |                       |
| SALARIES & FRINGE BENEFITS        | \$523,156.25               | \$625,595.00                 | \$25,000.00                       | \$430,945.00                    | \$0.00                              | \$372,865.00               | \$177,288.75                   | \$673,140.00                 | \$2,827,990.00        |
| OTHER INSURANCE                   | 22,500.00                  | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 22,500.00             |
| TRAVEL & MEETINGS                 | 2,500.00                   | 32,500.00                    | 0.00                              | 10,000.00                       | 0.00                                | 7,000.00                   | 3,000.00                       | 15,000.00                    | 70,000.00             |
| GENERAL SUPPLIES                  | 15,000.00                  | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 15,000.00             |
| SUBSCRIPTION & PUBLICATIONS       | 1,200.00                   | 0.00                         | 0.00                              | 13,700.00                       | 0.00                                | 5,000.00                   | 100.00                         | 10,000.00                    | 30,000.00             |
| COPYING & PRINTING                | 500.00                     | 5,000.00                     | 0.00                              | 3,000.00                        | 0.00                                | 105,500.00                 | 1,000.00                       | 10,000.00                    | 125,000.00            |
| OUTSIDE SERVICES                  | 232,510.00                 | 88,000.00                    | 0.00                              | 140,000.00                      | 60,000.00                           | \$21,000.00                | 0.00                           | 1,000.00                     | 542,510.00            |
| TELEPHONE                         | 7,000.00                   | 5,000.00                     | 500.00                            | 5,000.00                        | 0.00                                | 2,500.00                   | 2,500.00                       | 2,500.00                     | 25,000.00             |
| POSTAGE & SHIPPING                | 500.00                     | 500.00                       | 500.00                            | 500.00                          | 0.00                                | 7,500.00                   | 0.00                           | 500.00                       | 10,000.00             |
| EQPT LEASE MAINT & DEP            | 138,257.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 138,257.00            |
| OFFICE RENT & UTILITIES           | 377,617.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 377,617.00            |
| ALLO FOR UNCOLLECTED REVENUE      | 120,000.00                 | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | 120,000.00            |
| EXPENSES ALLOCATED TO PROJECTS    | (407,592.00)               | 0.00                         | 0.00                              | 0.00                            | 0.00                                | 0.00                       | 0.00                           | 0.00                         | (407,592.00)          |
| <b>TOTAL OPERATING EXPENSES</b>   | <b>\$1,033,148.25</b>      | <b>\$756,595.00</b>          | <b>\$26,000.00</b>                | <b>\$603,145.00</b>             | <b>\$60,000.00</b>                  | <b>\$521,365.00</b>        | <b>\$183,888.75</b>            | <b>\$712,140.00</b>          | <b>\$3,896,282.00</b> |
|                                   | \$407,592.00               |                              |                                   |                                 |                                     |                            |                                |                              |                       |
|                                   | \$1,440,740.25             |                              |                                   |                                 |                                     |                            |                                |                              |                       |

<http://www.bls.gov/cpi/cpid1511.pdf>

Subtract Index for CPI Nov of past year from CPI of Nov of current year  
(November data is released 2nd week of December therefore this is used for  
budget to be submitted to the Exec Committee in January).

Divide result by the CPI of past year to get the percent change

Percent Change will be used for dues increase of upcoming fiscal year

i.e.           1999 CPI = 168.3  
              1998 CPI = 164  
               $168.3 - 164 = 4.3 / 164 \times 100 = 2.62\%$

DATA USED:

|        | CPI   | % Increase |
|--------|-------|------------|
| Nov-95 | 153.6 | 2.60%      |
| Nov-96 | 158.6 | 3.26%      |
| Nov-97 | 161.5 | 1.83%      |
| Nov-98 | 164.0 | 1.55%      |
| Nov-99 | 168.3 | 2.62%      |
| Nov-00 | 174.1 | 3.45%      |
| Nov-01 | 177.4 | 1.90%      |
| Nov-02 | 181.3 | 2.20%      |
| Nov-03 | 184.5 | 1.77%      |
| Nov-04 | 191.0 | 3.52%      |
| Nov-05 | 197.6 | 3.46%      |
| Nov-06 | 201.5 | 1.97%      |
| Nov-07 | 210.2 | 4.31%      |
| Nov-08 | 212.4 | 1.07%      |
| Nov-09 | 216.3 | 1.84%      |
| Nov-10 | 218.8 | 1.14%      |
| Nov-11 | 226.2 | 3.39%      |
| Nov-12 | 230.2 | 1.76%      |
| Nov-13 | 233.1 | 1.24%      |
| Nov-14 | 236.2 | 1.32%      |
| Nov-15 | 237.3 | 0.50%      |
| Nov-16 | 241.4 | 1.69%      |
| Nov-17 | 246.7 | 2.20%      |



**Transmission of material in this release is embargoed until  
 8:30 a.m. (EST) December 13, 2017**

USDL-17-1643

Technical information: (202) 691-7000 • [cpi\\_info@bls.gov](mailto:cpi_info@bls.gov) • [www.bls.gov/cpi](http://www.bls.gov/cpi)  
 Media Contact: (202) 691-5902 • [PressOffice@bls.gov](mailto:PressOffice@bls.gov)

### CONSUMER PRICE INDEX – NOVEMBER 2017

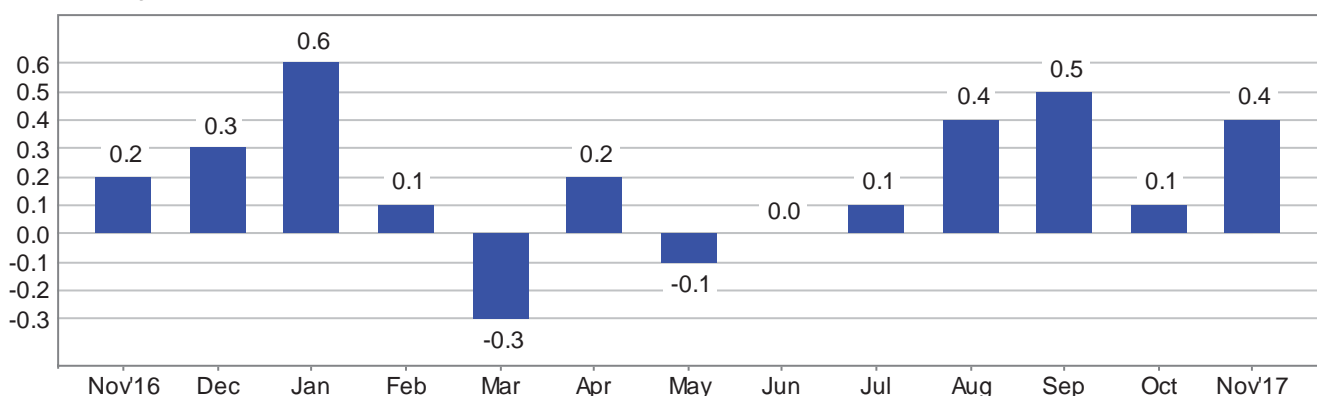
The Consumer Price Index for All Urban Consumers (CPI-U) rose 0.4 percent in November on a seasonally adjusted basis, the U.S. Bureau of Labor Statistics reported today. **Over the last 12 months, the all items index rose 2.2 percent.**

The energy index rose 3.9 percent and accounted for about three-fourths of the all items increase. The gasoline index increased 7.3 percent, and the other energy component indexes also rose. The food index was unchanged in November, with the index for food at home declining slightly.

The index for all items less food and energy increased 0.1 percent in November. The shelter index continued to rise, and the indexes for motor vehicle insurance, used cars and trucks, and new vehicles also increased. The indexes for apparel, airline fares, and household furnishings and operations all declined in November.

The all items index rose 2.2 percent for the 12 months ending November. The index for all items less food and energy rose 1.7 percent, a slight decline from the 1.8-percent increase for the period ending October. The energy index rose 9.4 percent over the last 12 months, and the food index rose 1.4 percent.

**Chart 1. One-month percent change in CPI for All Urban Consumers (CPI-U), seasonally adjusted, Nov. 2016 - Nov. 2017**  
 Percent change



**Table 1. Consumer Price Index for All Urban Consumers (CPI-U): U.S. city average, by expenditure category, November 2017**

[1982-84=100, unless otherwise noted]

| Expenditure category  | Relative importance<br>Oct.<br>2017 | Unadjusted indexes |              |              | Unadjusted percent change     |                               | Seasonally adjusted percent change |                               |                               |
|---|-------------------------------------|--------------------|--------------|--------------|-------------------------------|-------------------------------|------------------------------------|-------------------------------|-------------------------------|
|   |                                     | Nov.<br>2016       | Oct.<br>2017 | Nov.<br>2017 | Nov.<br>2016-<br>Nov.<br>2017 | Oct.<br>2017-<br>Nov.<br>2017 | Aug.<br>2017-<br>Sep.<br>2017      | Sep.<br>2017-<br>Oct.<br>2017 | Oct.<br>2017-<br>Nov.<br>2017 |
| All items.....  | 100.000                             | 241.353            | 246.663      | 246.669      | 2.2                           | 0.0                           | 0.5                                | 0.1                           | 0.4                           |
| Food.....   | 13.627                              | 247.435            | 251.364      | 250.871      | 1.4                           | -0.2                          | 0.1                                | 0.0                           | 0.0                           |
| Food at home.....   | 7.832                               | 236.930            | 239.543      | 238.403      | 0.6                           | -0.5                          | 0.0                                | 0.0                           | -0.1                          |
| Cereals and bakery products.....                            | 1.044                               | 271.896            | 270.858      | 269.646      | -0.8                          | -0.4                          | 0.1                                | -0.5                          | -0.2                          |
| Meats, poultry, fish, and eggs.....                         | 1.751                               | 243.633            | 248.413      | 247.027      | 1.4                           | -0.6                          | -0.4                               | 0.6                           | -0.3                          |
| Dairy and related products.....                             | 0.798                               | 216.773            | 217.170      | 216.878      | 0.0                           | -0.1                          | -0.6                               | -0.3                          | 0.3                           |
| Fruits and vegetables.....                                  | 1.345                               | 293.554            | 299.700      | 296.791      | 1.1                           | -1.0                          | -0.2                               | 0.0                           | -0.5                          |
| Nonalcoholic beverages and beverage materials.....          | 0.940                               | 166.258            | 167.990      | 166.271      | 0.0                           | -1.0                          | 0.4                                | 0.0                           | -0.6                          |
| Other food at home.....                                     | 1.955                               | 207.703            | 209.528      | 209.624      | 0.9                           | 0.0                           | 0.2                                | -0.2                          | 0.4                           |
| Food away from home <sup>1</sup> .....                      | 5.794                               | 264.699            | 270.658      | 271.152      | 2.4                           | 0.2                           | 0.3                                | 0.1                           | 0.2                           |
| Energy.....   | 7.388                               | 191.402            | 207.290      | 209.383      | 9.4                           | 1.0                           | 6.1                                | -1.0                          | 3.9                           |
| Energy commodities.....                                     | 3.754                               | 196.855            | 223.219      | 229.195      | 16.4                          | 2.7                           | 12.6                               | -2.3                          | 7.1                           |
| Fuel oil <sup>1</sup> .....                                 | 0.107                               | 221.808            | 250.640      | 263.132      | 18.6                          | 5.0                           | 8.2                                | 2.3                           | 5.0                           |
| Motor fuel.....   | 3.557                               | 193.432            | 219.640      | 225.322      | 16.5                          | 2.6                           | 13.0                               | -2.5                          | 7.2                           |
| Gasoline (all types).....                                   | 3.503                               | 192.522            | 218.591      | 224.227      | 16.5                          | 2.6                           | 13.1                               | -2.4                          | 7.3                           |
| Energy services <sup>2</sup> .....                          | 3.634                               | 194.838            | 201.661      | 200.225      | 2.8                           | -0.7                          | -0.2                               | 0.4                           | 0.6                           |
| Electricity <sup>2</sup> .....                              | 2.833                               | 202.984            | 210.424      | 208.111      | 2.5                           | -1.1                          | 0.0                                | 0.5                           | 0.5                           |
| Utility (piped) gas service <sup>2</sup> .....              | 0.801                               | 167.469            | 172.373      | 173.504      | 3.6                           | 0.7                           | -0.8                               | 0.3                           | 0.6                           |
| All items less food and energy.....                         | 78.985                              | 249.227            | 253.638      | 253.492      | 1.7                           | -0.1                          | 0.1                                | 0.2                           | 0.1                           |
| Commodities less food and energy.....                       | 18.775                              | 144.593            | 144.273      | 143.295      | -0.9                          | -0.7                          | -0.2                               | 0.1                           | -0.1                          |
| Apparel.....  | 3.138                               | 127.377            | 129.570      | 125.398      | -1.6                          | -3.2                          | -0.1                               | -0.1                          | -1.3                          |
| New vehicles.....   | 3.541                               | 147.027            | 144.868      | 145.442      | -1.1                          | 0.4                           | -0.4                               | -0.2                          | 0.3                           |
| Used cars and trucks.....                                   | 1.921                               | 137.789            | 135.867      | 134.901      | -2.1                          | -0.7                          | -0.2                               | 0.7                           | 1.0                           |
| Medical care commodities.....                               | 1.840                               | 371.540            | 377.038      | 378.328      | 1.8                           | 0.3                           | -0.8                               | 0.0                           | 0.6                           |
| Alcoholic beverages.....                                    | 0.944                               | 243.395            | 246.621      | 246.991      | 1.5                           | 0.2                           | 0.4                                | 0.1                           | 0.2                           |
| Tobacco and smoking products.....                           | 0.693                               | 975.110            | 1,047.932    | 1,048.219    | 7.5                           | 0.0                           | 0.4                                | 1.6                           | 0.2                           |
| Services less energy services.....                          | 60.210                              | 313.702            | 321.253      | 321.690      | 2.5                           | 0.1                           | 0.2                                | 0.3                           | 0.2                           |
| Shelter.....  | 33.865                              | 291.953            | 300.846      | 301.185      | 3.2                           | 0.1                           | 0.3                                | 0.3                           | 0.2                           |
| Rent of primary residence <sup>2</sup> .....                | 7.932                               | 301.587            | 311.501      | 312.670      | 3.7                           | 0.4                           | 0.2                                | 0.3                           | 0.3                           |
| Owners' equivalent rent of residences <sup>2, 3</sup> ..... | 24.677                              | 299.738            | 308.190      | 309.101      | 3.1                           | 0.3                           | 0.2                                | 0.3                           | 0.2                           |
| Medical care services.....                                  | 6.655                               | 500.697            | 509.256      | 508.879      | 1.6                           | -0.1                          | 0.1                                | 0.3                           | -0.1                          |
| Physicians' services <sup>2</sup> .....                     | 1.650                               | 384.110            | 379.072      | 377.037      | -1.8                          | -0.5                          | 0.2                                | 0.2                           | -0.8                          |
| Hospital services <sup>2, 4</sup> .....                     | 2.300                               | 307.403            | 322.368      | 322.871      | 5.0                           | 0.2                           | 0.2                                | 0.5                           | 0.1                           |
| Transportation services.....                                | 5.983                               | 302.164            | 312.290      | 313.772      | 3.8                           | 0.5                           | 0.3                                | 0.2                           | 0.1                           |
| Motor vehicle maintenance and repair <sup>1</sup> .....     | 1.162                               | 277.348            | 283.257      | 282.502      | 1.9                           | -0.3                          | 0.6                                | 0.4                           | -0.3                          |
| Motor vehicle insurance.....                                | 2.584                               | 503.440            | 537.222      | 543.613      | 8.0                           | 1.2                           | 0.5                                | 0.1                           | 0.8                           |
| Airline fares.....  | 0.615                               | 274.761            | 267.297      | 267.970      | -2.5                          | 0.3                           | -0.1                               | 0.6                           | -2.4                          |

<sup>1</sup> Not seasonally adjusted.

<sup>2</sup> This index series was calculated using a Laspeyres estimator. All other item stratum index series were calculated using a geometric means estimator.

<sup>3</sup> Indexes on a December 1982=100 base.

<sup>4</sup> Indexes on a December 1996=100 base.

NOTE: Index applies to a month as a whole, not to any specific date.

## **CONFERENCES AND MEETINGS**

**COUNCIL OF THE GREAT CITY SCHOOLS  
2018 Conference Schedule**

**Executive Committee Meeting**

January 19 & 20, 2018

Hyatt Regency Grand Cypress, Orlando, FL

**HRD/Personnel Directors & CIO Meeting**

February 6-9, 2018

Gallery One Hotel, Ft. Lauderdale, FL

**Legislative/Policy Conference**

March 17-20, 2018

The Mayflower Hotel, Washington, DC

**Chief Operating Officers Conference**

April 17-20, 2018

Sheraton Downton Hotel, Atlanta, GA

**Bilingual Directors Meeting**

May 15-19, 2018

Renaissance Hotel, Ft. Worth, TX

**Curriculum & Research Directors' Joint Meeting**

June 25-28, 2018

The Marquette Hotel, Minneapolis, MN

**Public Relations Executives Meeting**

July 12-14, 2018

Hyatt Regency Orange County, Garden Grove, CA

**Executive Committee Meeting**

July 20 & 21, 2018

Hilton Anchorage, Anchorage, AK

**Annual Fall Conference**

October 24-28, 2018 at the Baltimore Marriott Waterfront in Baltimore, MD

October 23-27, 2019 at the Omni Louisville Hotel in Louisville, KY

**Chief Financial Officers Conference**

November, 2018

TBD

**SUMMER 2018 EXECUTIVE COMMITTEE  
MEETING**



## COUNCIL OF THE GREAT CITY SCHOOLS

### SUMMER MEETING OF THE EXECUTIVE COMMITTEE

JULY 20 & 21, 2018

Hosted by  
Elisa Snelling, Board Member  
Anchorage Public Schools

#### CONFERENCE HOTEL:

##### **Hilton Anchorage**

500 West Third Avenue

Anchorage, AK 99501

Telephone (907) 272-7411

<http://www3.hilton.com/en/hotels/alaska/hilton-anchorage-ANCAHHF/index.html>

GROUP RATE: \$ 225/night for Single/Double plus 12% tax

#### Transportation

- Ted Stevens International Airport: 7 miles/10 minutes
- Taxi from/to airport: \$17 each way

The Hilton Anchorage hotel is located in the heart of downtown within walking distance of the Alaska Railroad Depot and Anchorage Convention District. Explore popular attractions including the Alaska Museum of History and Art and Fifth Avenue Mall all only 2 blocks from the hotel. Most rooms feature spectacular views of the Chugach Mountain Range, Cook Inlet or cityscape.

Guests of the Hilton Anchorage are sure to remember their Alaskan dining experience when dining within the Hotel. Executive Chef Keith Culhane offers a fantastic American/Alaskan menu to be enjoyed in either Hooper Bay Café, Bruin's Lounge, or within the comfort of guest room with their In Room Dining option. Starbucks® Coffee is proudly brewed at the Lobby Coffee Kiosk. The hotel has a fitness center and an indoor pool with a steam room. The business center is accessible 24-hours a day. In room high-speed internet access is complimentary to the CGCS group.

Few things to do in Anchorage include the Alaska Native Heritage Center, Anchorage Museum of History and Art, Earthquake Park, The Alaska Zoo, The Ulu Factory, the Tony Knowles Coastal Trail, Segway Tours of Anchorage, The Bear & Raven Adventure Theatre and Bear-Ly Enough Ice Cream.

**FALL CONFERENCE  
2018**

COUNCIL OF THE GREAT CITY SCHOOLS'  
62nd ANNUAL FALL CONFERENCE

# BUILDING A GENERATION:

# BLUEPRINTS

FOR SUCCESS IN URBAN EDUCATION

SEE YOU IN

OCTOBER 24–28, 2018

**BALTIMORE**  
BALTIMORE

**COUNCIL OF THE GREAT CITY SCHOOLS**

**62nd ANNUAL FALL CONFERENCE**

**Hosted by the  
BALTIMORE CITY PUBLIC SCHOOLS  
Baltimore, MD**

**OCTOBER 24 - 28, 2018**

**CONFERENCE HOTEL:**

Baltimore Marriott Waterfront  
700 Aliceanna Street  
Baltimore, MD 21202  
(410) 385-3000

**GROUP RATE:** \$239/night for Single and Double Occupancy  
Plus 15.5% tax

Raise your expectations. Then expect to exceed them. Marriott Baltimore Waterfront Hotel is located in the renowned Harbor East neighborhood. Just 15 minutes from BWI Airport, 5 minutes from Penn Station, 5 minutes from Camden Yards Light Rail Station, and 10 minutes to Baltimore passenger cruise ship terminal. A short ride or leisurely walk to the Baltimore Convention Center, Orioles Park at Camden Yards, Raven's M&T Bank Stadium, National Aquarium Baltimore, Fells Point, Little Italy and the Inner Harbor restaurants and shops.



**FALL CONFERENCE  
2019**

# **COUNCIL OF THE GREAT CITY SCHOOLS**

## **63rd ANNUAL FALL CONFERENCE**

**Hosted by the  
JEFFERSON COUNTY PUBLIC SCHOOLS  
Louisville, KY**

**OCTOBER 20 - 28, 2019**

### **CONFERENCE HOTEL:**

#### **Omni Louisville Hotel**

400 South 2<sup>nd</sup> Street  
Louisville, KY 40202

**GROUP RATE: \$214/night for Single and Double Occupancy  
Plus 16.07% tax**

Set to open in early 2018, the Omni Louisville will be a catalyst to the city's growth and urban development. Considered the tallest hotel in Louisville and located at Liberty and 2nd Street, one block from the Kentucky International Convention Center, the hotel will be the cornerstone in the city's most exclusive entertainment, retail and office district, "Fourth Street Live!" The hotel will feature 612 finely appointed guestrooms and suites topped by 225 luxury apartments.

The hotel will offer approximately 70,000 square-feet of flexible meeting and event space. Meeting and convention attendees will have access to an additional 300,000 square-feet of meeting and exhibit space at the Kentucky International Convention Center

The 30-story luxurious property will reflect Louisville's warmth and hospitality, while embracing and celebrating the city's authentic quality and charm. The hotel will be the luxury brand's first property in Kentucky.



**FALL CONFERENCE 2020**



January 8, 2018

Dear Great City School Leader:

On behalf of the Council of the Great City Schools, I am pleased to announce that invitations to host the Annual Fall Conference of the Great City Schools are now open.

The Annual Fall Conference of the Great City Schools is the premier gathering of the nation's big city school systems and their leaders. It brings together about 1,000 school superintendents, school board members, senior staff, colleges of education, and others over four days to discuss emerging challenges and the growing progress of our urban schools and students. The conference also features nationally known speakers and generates substantial positive press for the host school system and city. These conferences also generate substantial revenue for the host city, and provide a way for the host city to showcase a city's school district and unique sites.

The Council is soliciting bids to host conferences in 2020, 2021, and 2022. I have attached selection criteria and a list of previous host cities. The executive committee and the board of directors of the Council will make the final selections.

I encourage you to prepare any bid you are interested in making in conjunction with your local tourism bureau or other entities because these conferences require a great deal of collaboration across the city.

The Council is asking for bids to be submitted no later than close of business on January 17, 2018. There are no applications to fill out, so submissions may be in any form that you think makes the best case for why your city should host one of the upcoming meetings.

Thank you very much for your interest and your support of the Council of the Great City Schools.

Sincerely,

Michael Casserly  
Executive Director



## **Criteria for Selection of Fall Conference Host Cities**

1. Potential to draw increased number of attendees and their families.
2. City of interest for attendees to visit.
3. Wide array of cultural sites, restaurants, music, museums, theaters, sporting events, and other attractions for after-hours.
4. Conference hotel rooms prices under \$200 for attendees.
5. Conference hotel with at least 500 sleeping rooms.
6. Presence of nearby backup hotels.
7. Hotel ballroom space capable of holding 700 to 1,000 people banquet style with room for a 24'x12'x2' stage riser.
8. Hotel with sufficient number of small meeting rooms to accommodate about 15 to 20 breakout sessions simultaneously over two to three-day period.
9. Host city willing to offer amenities to guests.
10. Host city willing to devote media attention to work of conference.
11. Collaboration by host city convention bureau, chamber of commerce, mayor, and other similar groups.
12. City with reasonable number of direct flights from other Great Cities on major carriers.
13. City willing and able to secure major cultural attractions for receptions and other similar events.
14. Host school system with staff capable of assisting in organization of large events.
15. Host school system willing and able to conduct necessary fundraising to offset local expenditures.
16. Locally available talent with national name recognition to events and speeches.
17. Host school system with schools and educational programs of national interest to conference attendees.
18. Host city with national news capacity or serves as media hub.
19. Host city is a member in good-standing of the Council.
20. Other criteria as necessary.

## Sites of Fall Conferences

| Host City         | Year |
|-------------------|------|
|                   |      |
| Louisville        | 2019 |
| Baltimore         | 2018 |
| Cleveland         | 2017 |
| Miami-Dade County | 2016 |
| Long Beach        | 2015 |
| Milwaukee         | 2014 |
| Albuquerque       | 2013 |
| Indianapolis      | 2012 |
| Boston            | 2011 |
| Tampa             | 2010 |
| Portland          | 2009 |
| Houston           | 2008 |
| Nashville         | 2007 |
| San Diego         | 2006 |
| Atlanta           | 2005 |
| Clark County      | 2004 |
| Chicago           | 2003 |
| Broward County    | 2002 |
| Norfolk           | 2001 |
| Los Angeles       | 2000 |
| Dayton            | 1999 |
| San Francisco     | 1998 |
| Detroit           | 1997 |
| Minneapolis       | 1996 |
| Oklahoma City     | 1995 |
| Seattle           | 1994 |
| Houston           | 1993 |
| Milwaukee         | 1992 |
| Columbus          | 1991 |
| Boston            | 1990 |
| Miami-Dade County | 1989 |
| Toledo            | 1988 |
| Seattle           | 1987 |
| New York City     | 1986 |
| Pittsburgh        | 1985 |
| Albuquerque       | 1984 |
| San Francisco     | 1983 |
| Buffalo           | 1982 |
| Memphis           | 1981 |
| Norfolk           | 1980 |
| New York City     | 1979 |

|                  |      |
|------------------|------|
| San Francisco    | 1978 |
| Dallas           | 1977 |
| Chicago          | 1976 |
| Cleveland        | 1975 |
| Denver           | 1974 |
| St. Louis        | 1973 |
| Houston          | 1972 |
| Minneapolis      | 1971 |
| Dallas           | 1970 |
| Washington, D.C. | 1969 |
| Philadelphia     | 1968 |
| Cleveland        | 1967 |
| Milwaukee        | 1966 |
| Los Angeles      | 1965 |
| Pittsburgh       | 1964 |
| St. Louis        | 1963 |
| Detroit          | 1962 |
| Chicago          | 1961 |
| Chicago          | 1960 |
| Chicago          | 1959 |
| Chicago          | 1958 |
| Chicago          | 1957 |
| Chicago          | 1956 |

**MICHAEL S. RAWLINGS**  
Mayor of Dallas



Dear Executive Committee:

Dallas is arguably the most exciting city in the world, and as mayor, I am proud to invite you to our city for your 2020 Council of Great City Schools Fall Conference.

A top international city, Dallas boasts a breathtaking skyline that serves as the backdrop to world-class amenities, top-rated hotels and meeting venues, five-star restaurants, legendary nightlife, and easy access to two airports, making it ideal for travel to and from any city in the world.

Our city is the gateway to a Texas-sized good time, starting with a variety of sporting events featuring some of the country's most exciting teams. Shopping in Dallas is bigger and better than anywhere in the Southwest. Whether you're looking for a major retail therapy experience such as that offered by the Galleria or an easy stroll through a quaint shopping village like the Bishop Arts District, Dallas covers all the bases.

Dallas is home to an extensive urban arts district where you can spend your leisure time exploring the expansive galleries of the Dallas Museum of Art or marveling at the collection of science and educational exhibits at the world-renowned Perot Museum of Nature and Science. Don't miss the unique art-deco architecture at Fair Park, home of the annual Texas State Fair and a Music Hall that presents an impressive year-round selection of musical theater.

The possibilities are endless, and we are looking forward to hosting the 2020 Council of Great City Schools Fall Conference in Dallas.

Best regards,

A handwritten signature in black ink, appearing to read "Michael S. Rawlings", is written over the typed name below.

Michael S. Rawlings  
Mayor of Dallas

MICHAEL HINOJOSA, ED.D.  
SUPERINTENDENT OF SCHOOLS



January 11, 2018

Executive Committee:

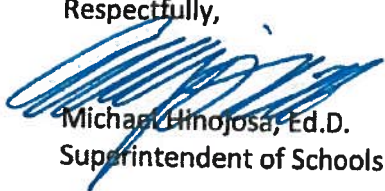
The Dallas Independent School District invites you to experience the excitement of our magnificent city and looks forward to Dallas' selection as the site for the 2020 Council of the Great City Schools Fall Conference.

Dallas possesses an undeniable magnetism that makes it one of the top destinations in the country. From eclectic nightlife, distinctive shopping, restaurants both innovative and traditional, to world-class museums, diverse cultural venues, sports teams, music, and more, Dallas offers something for every taste and interest.

Dallas ISD's 156,000 students and 20,000 employees are proud to call this city home. Dallas provides the ideal backdrop for transformative and forward-looking educational programs, including the historic expansion of high school collegiate academies, a trailblazing teacher excellence initiative, exciting school choice options and early learning initiatives.

Come to Dallas for an unforgettable experience, and discover why Dallas has earned a global reputation as an unparalleled 21<sup>st</sup> century destination.

Respectfully,

A handwritten signature in blue ink, appearing to read "Michael Hinojosa".

Michael Hinojosa, Ed.D.  
Superintendent of Schools

A handwritten signature in blue ink, appearing to read "Dan Micciche".

Dan Micciche  
President, Board of Trustees



## CITY OF PHILADELPHIA

OFFICE OF THE MAYOR  
215 City Hall  
Philadelphia, PA 19107  
(215) 686-2181  
FAX (215) 686-2180

JAMES F. KENNEY  
Mayor

January 12, 2018

Dr. Michael Casserly  
Council of the Great City Schools

**Re: School District of Philadelphia's proposal for Philadelphia to serve as the host city for the 2020 Council of the Great City Schools Conference.**

Dear Dr. Casserly:

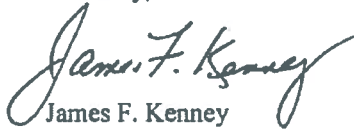
I was pleased to learn of the School District of Philadelphia's proposal for Philadelphia to serve as the host city for the 2020 Council of the Great City Schools Conference. With a commitment to improving the educational opportunities and outcomes of Philadelphia youth, I share my full support and welcome this great opportunity for our students, educators, families, and community.

As a city, our mission is to expand access to quality pre-K for Philadelphia families, support students and residents through Community Schools, facilitate collaboration and partnerships; and advance key educational policy.

Philadelphia is a city with a rich heritage, entrenched in great cultural diversity, world-class art, fine dining, and entertainment for residents and visitors alike. Having hosted the conference in 1968, we are excited about the opportunity to showcase the growth of our city, with the uniqueness that only the City of Brotherly Love can offer.

We look forward to the possibility of serving as your 2020 Conference host city.

Sincerely,

  
James F. Kenney  
Mayor

THE SCHOOL DISTRICT OF PHILADELPHIA  
OFFICE OF THE SUPERINTENDENT

440 N. BROAD STREET, SUITE 301  
PHILADELPHIA, PENNSYLVANIA 19130

WILLIAM R. HITE, JR., Ed.D.  
SUPERINTENDENT

TELEPHONE (215) 400-4100  
FAX (215) 400-4103

January 16, 2018

Dr. Michael Casserly  
Council of the Great City Schools  
1331 Pennsylvania Avenue, N.W., Suite 1100N  
Washington, DC 20004

Dear Dr. Casserly:

I am thrilled to submit this proposal to host the Council of the Great City Schools Conference in 2020. I trust you'll find Philadelphia to be a tremendous city rich with history, culture and first class amenities and attractions. Conference attendees and their guests will enjoy our city's vibrant arts scene, nationally-acclaimed restaurants and picturesque neighborhoods.

For all of its appeal as a destination, Philadelphia's value as a host city runs far deeper and is evident in the passion, vitality and grit of our students, staff and surrounding community. When my fellow Council members arrive in Philadelphia, I hope they will take the time to visit some of our schools and programs. They'll see students tending to goats and horses at W.B. Saul High School of Agricultural Sciences, learning the mechanics of flight in a new aviation program at Frankford High School, or participating in all-city chess competitions at our District headquarters. They'll see teachers sharing best practices through a peer-to-peer video library and parents galvanizing their community to fundraise for playgrounds and enrichment experiences.

As Superintendent for the School District of Philadelphia for the past six years, I look forward to sharing our District and our city, and to engaging in deep and meaningful discussions on how best to support our growing migrant and refugee population or our students facing homelessness and trauma. All 339 of Philadelphia's public schools have a unique story, and I truly look forward to sharing both our city and our schools with the Council.

Thank you for your consideration.

Sincerely,



William R. Hite, Jr., Ed.D.

WRH/dpw

January 18, 2018

Dear Council of the Great City Schools,

Please accept our proposal to host the 2020, 2021 and 2023 Council of the Great City Schools (CGCS) Fall Conference in Pittsburgh, Pennsylvania. In partnership with Visit Pittsburgh, the official tourism promotion agency for the Pittsburgh region, we have prepared a robust proposal that outlines why CGCS should choose Pittsburgh as their official fall conference destination in 2020, 2021 or 2023.

Voted as one of the Best Places to Travel in 2017 by Harper's Bizarre magazine, the city of Pittsburgh and the surrounding region offers outstanding attractions, award-winning restaurants, and world-class accommodations. Often referred to as a big, little city, Pittsburgh presents the essence of a large city, while welcoming visitors from all over the world with a small neighborhood feel.

In conjunction with the Wyndham Grand Hotel, the CGCS will have access to ample facilities for small group meetings, larger events and affordable accommodations for conference attendees. Nestled between mountains and surrounded by three rivers, conference attendees and their families could easily walk to explore many unique sites such as Mt. Washington, Point State Park, and the cultural district. Visitors will experience the friendly people of Pittsburgh, enjoy the affordability while venturing to local sporting events, a wide variety of museums and much more.

Recently listed as number six on the Travel and Leisure's 10 Best Domestic Airports for 2017, Pittsburgh International Airport offers 56 domestic and international destinations on 13 commercial carriers and more than 170 daily flights. Less than an hour away from downtown Pittsburgh, visitors can arrive at the city by shuttle, taxi or popular ride-share services such as Uber and Lyft.

Pittsburgh Public Schools along with our many partners in city and county government, the philanthropic and business communities, as well as local chambers of commerce and non-profits are committed to ensuring that attendees have a unique and unforgettable experience that will leave them wishing they had more time to explore our beautiful city. These entities are eager to



Expect  
great  
things.

 Pittsburgh  
Public Schools

Anthony D. Hamlet, Ed.D.  
*Superintendent of Schools*

Phone: 412-529-3600  
ahamlet1@pghboe.net

show off all Pittsburgh has to offer and will plan and conduct fundraising efforts to offset local expenditures.

As a school district, we have an experienced event planning staff who can assist with both large and small events and engaging community outings. Our Office of Public Information and Communications and Marketing will ensure the conference events and activities are covered by our local media outlets and prominently represented on social media.

On a more personal note, I am grateful to the Council of the Great City Schools and it's members who have already spent time in Pittsburgh. The CGCS's deep dive and evaluation in Fall 2016, provided me, my leadership team and our Board of Directors with a clear roadmap to ensure district-wide transformation with the Pittsburgh Public Schools.

I invite you to take a moment to learn about Pittsburgh and all we have to offer. We feel confident our city of Pittsburgh is the best fall conference choice for the CGCS and its membership.

Yours in education,



Dr. Anthony Hamlet



January 17, 2018

Council of the Great City Schools  
1331 Pennsylvania Ave. N.W. Suite 1100N  
Washington, D.C. 20004

To Whom It May Concern:

On behalf of the City of Indianapolis, I would like to add my strong support for the bid to bring the Annual Fall Conference of the Great City Schools to Indianapolis in 2020, 2021, and 2022.

The Council of Great City Schools' mission directly aligns with the spirit of education here in Indianapolis, as we understand the need to offer our children the best start on their careers to achieve success throughout their lives. As such, I am confident that Indianapolis will provide a dynamic, hospitable, and supportive environment for your conference and its attendees to thrive in as you continue to improve education for children in cities across the nation.

A city built on hospitality, Indianapolis is well-known for extending a warm and friendly welcome to more than 28 million visitors from around the globe each year. Our city officials, business leaders, and nearly 78,000 hospitality professionals will go above and beyond to ensure conference attendees feel at home.

Thank you for your consideration. I look forward to the opportunity to welcome the Annual Fall Conference of the Great City Schools to Indianapolis.

Warm regards,

A handwritten signature in black ink, which appears to read "Joseph H. Hogsett". The signature is written in a cursive style with a large, sweeping initial "J".

Joseph H. Hogsett  
Mayor  
City of Indianapolis



**Board of School Commissioners  
for the City of Indianapolis**

January 17, 2018

**Michael O'Connor**  
President  
District 1

Council of the Great City Schools  
1331 Pennsylvania Ave., N.W., Ste 1100N  
Washington D.C., 20004

**Venita Moore**  
Vice President  
District 2

Dear Council of the Great City Schools Colleagues:

**Elizabeth Gore**  
Secretary  
At-large

We eagerly submit the following proposal for your consideration as a potential host city for the annual fall conference for 2020/2021/2022. It would be a great honor to Indianapolis Public Schools and the City of Indianapolis to welcome our urban school leader colleagues from across the country to our great city! As you will remember, we played host to the CGCS Fall Conference in 2012 and we would love the opportunity to again showcase the many exciting things going on in our schools and city.

**Kelly Bentley**  
Commissioner  
District 3

**Diane Arnold**  
Commissioner  
District 4

With the full support of Mayor Joe Hogsett, Visit Indy: the Official Host of Indianapolis, and the board, administration, and staff of Indianapolis Public Schools, we are willing and able to work hard to ensure that a fall conference in Indianapolis is a memorable one. As you will see in the included materials, Indianapolis has a national reputation and demonstrated track record of Hoosier hospitality in playing host to some of the world's biggest sporting events, including the Indianapolis 500 and Super Bowl, in addition to the many conferences and conventions - large and small - who choose to return year after year.

**Dorene Hoops**  
Commissioner  
District 5

**Mary Ann Sullivan**  
Commissioner  
At-large

With unprecedented downtown connectivity and an airport rated #1 in the world by Condé Nast Traveler, Indianapolis is quite literally a city built to host.

The board and administration of Indianapolis Public Schools recognizes the immense value of connecting with and learning from our fellow urban school leaders from across the country. We greatly appreciate the role that the Council of the Great City Schools has played in helping urban school districts fulfill their commitment to improving the lives and opportunities of the students they serve. Your advocacy and leadership on the many important issues facing urban school districts is necessary, and greatly valued.

Though we are committed to meeting the challenges and opportunities of urban public education now and in the decades to come, looking back, we are also very proud of the accomplishments that our students and staff have achieved. Among the many outcomes and initiatives we are proud to share are:

- Our firm commitment to serving all students, regardless of immigration status, and ensuring that EVERY student in Indianapolis Public Schools is provided a high-quality education and treated with dignity:
  - Newcomer Program for recent immigrants - <https://www.indystar.com/story/news/education/2016/07/05/ips-starts-yearlong-program-non-english-speakers/86135744/>
  - Board Resolution in Support of DACA - <http://fox59.com/2017/09/29/resolution-to-support-daca-students-families-approved-by-ips-board/>

**Office of the Board of School Commissioners**

p: 317.226.4000 e: mulhollandz@myips.org | Indianapolis Public Schools | 120 E. Walnut Street, Indianapolis, IN 46204

[www.myIPS.org](http://www.myIPS.org)

- Improved graduation rates for our students even as Indiana's overall graduation rate fell:
  - The Indy Channel – IPS graduation rate up 35% since 2007: <https://www.theindychannel.com/news/local-news/indianapolis/ips-graduation-rate-continues-10-year-climb-even-as-number-drops-statewide>
  - IndyStar: "IPS sees big gains in graduation rate": <https://www.indystar.com/story/news/education/2017/01/12/indianas-high-school-graduation-rate-remains-stable/96497546/>
- Efforts to address persistent food insecurity through creative solutions and community collaboration:
  - IPS Food Truck to feed students and families during summer break - <https://www.indystar.com/story/news/2017/07/22/ips-food-truck-feeds-thousands-kids-during-summer-break/497781001/>
  - Free, universal breakfast and lunch to all students - <https://thinkprogress.org/indianapolis-will-give-all-students-free-breakfast-and-lunch-282a92f0373b/>
- A commitment to promoting equity and access to high quality magnet schools to mitigate the impact of persistent racially segregated housing patterns:
  - Increasing access to high-achieving magnet schools - <https://www.wfyi.org/news/articles/ips-hopes-to-fix-magnet-school-diversity-by-shrinking-priority-zones>
  - Racial Equity training for staff - <https://www.myips.org/site/Default.aspx?PageType=3&DomainID=4&PageID=1&ViewID=047e6be3-6d87-4130-8424-d8e4e9ed6c2a&FlexDataID=8887>
- Increased engagement, autonomy, and collaboration:
  - Innovative instructional models - <http://fox59.com/2014/09/26/ips-goes-non-traditional-to-attract-teachers-new-kids-to-district/>
  - Rewarding teacher excellence - <https://www.wthr.com/article/ips-rewarding-exceptional-teachers>
  - District-charter collaboration - <https://www.chalkbeat.org/posts/in/2017/05/25/one-of-the-top-ranked-high-schools-in-the-state-just-joined-indianapolis-public-schools/>
  - Commitment to teacher compensation - <http://www.indystar.com/story/opinion/readers/2015/05/23/ips-committed-raising-teachers-salaries/27871301/>
  - Supporting parental engagement - <http://fox59.com/2016/01/21/free-six-week-program-helps-ips-parents-become-move-involved-in-childs-education/>
  - Engagement with the City of Indianapolis - <http://thehill.com/blogs/pundits-blog/education/342285-with-growing-national-rancor-over-education-us-mayors-have-the>
  - Engaging the business community - <https://www.ibj.com/articles/60375-indy-employers-to-blitz-8th-graders-with-career-choices-at-jobspark>

We are incredibly proud of all the hard work of our students and dedicated staff in contributing to the continued success of Indianapolis Public Schools and we are excited that others are beginning to see and celebrate our achievements. Below are examples of the national coverage and independent reports that highlight some of the many exciting things happening in Indianapolis Public Schools:

- Education First "Districts Rising" Report - <http://education-first.com/wp-content/uploads/2016/03/DistrictsRising-Indianapolis-FINAL.pdf>
- Center on Reinventing Public Education – Indianapolis Citywide Education Progress Report: <http://research.crpe.org/reports/stepping-up/cities/indianapolis/>
- Progressive Policy Institute: An Education Revolution in Indianapolis - <http://www.progressivepolicy.org/issues/education/educational-revolution-indianapolis/>

We sincerely hope that after reviewing our proposal that you are as excited at holding a future CGCS Fall Conference in Indianapolis as we would be to host one! Please feel free to follow-up with any questions that might assist you in your review or that might help to demonstrate our willingness and capacity to serve as hosts in 2020, 2021, or 2022.

Sincerely,

THE BOARD OF SCHOOL COMMISSIONERS  
OF THE CITY OF INDIANAPOLIS



Michael O'Connor, President  
Board of School Commissioners



Dr. Lewis D. Ferebee, Superintendent  
Indianapolis Public Schools



**DEE MARGO**  
MAYOR

January 11, 2018

Council of the Great City Schools  
1331 Pennsylvania Ave NW, suite 1100N  
Washington, DC 20004

Dear Council of the Great City Schools,

On behalf of the City of El Paso, it is my pleasure to provide this enthusiastic letter of support for El Paso to host the Great City Schools Annual Fall Conference for the years 2020, 2021, or 2022. El Paso is a city with rich, vibrant history and a strong cultural community. We have an active Convention and Visitors Bureau with Destination El Paso, who is dedicated to bringing the conference to our City.

With our beautiful sunny weather, I am confident that your attendees will enjoy our majestic mountains and our multi use trails that are perfect for hiking and biking. Our downtown entertainment district is undergoing many renovations offering multiple cultural sites, fine and casual dining, and exciting nightlife. We have a large amount of restaurants and a slate of new and renovated hotels. Guests will also have the convenience of navigating downtown in our new, state of the art Streetcar. Of course, guests will be delighted with our authentic Mexican cuisine and warm hospitality.

Amongst our extensive list of attractions, visitors can enjoy an evening at our newly open Top Golf, The Plaza Theater, or Alamo Drafthouse. They can do some shopping at the Fountains at Farah or at one of our many malls including the Outlet Shoppes at El Paso. While in the Sun City, visitors can catch a ball game and cheer on the 2016 PCL championship winners the El Paso Chihuahuas, watch an El Paso Rhinos hockey game, or a UTEP football game!

As we often boast, El Paso is one of the most unique communities in the country, comprised of three states, two countries, and one region. Amongst many recognitions, we are proud to say El Paso has been named 29<sup>th</sup> Best Place to Start a business by Wallethub in May 2017. We are also the 11<sup>th</sup> Largest Exporter of Goods Nationwide by Brookings Institution, and ranked 76<sup>th</sup> Best Places to live in the U.S. by U.S. News.

I am convinced we are an unknown jewel in our country and we would be thrilled to share all we have to offer to our guests. You have full support from myself, the City of El Paso, and our community partners, to make this a successful and memorable event. Thank you for your consideration.

Best regards,

Dee Margo

Mayor of El Paso



January 11, 2018

Michael Casserly, Executive Director  
Council of the Great City Schools  
1331 Pennsylvania Avenue, NW  
Suite #1100N  
Washington, DC 20004

Dear Mr. Casserly,

On behalf of Destination El Paso, I'd like to thank you for considering the sunny southwest for your Council of the Great City Schools Fall Conference 2020, 2021, or 2022.

We are excited to share that El Paso is currently in the midst of new growth and development including a multi-purpose arena, a \$97 million downtown street car system, museums, parks, libraries, trails, an interactive children's museum and a zoo expansion. We feel that these exciting projects will complement any convention activity and offer attendees far more to do.

These public projects have also stimulated private development that includes major hotels and with more places to stay, and things to see and do in a short walk from our Convention Center, attendees need not want for more! El Paso is also quite an affordable meeting destination and we incentivize planners to consider the sunny southwest for what's sure to be a memorable event. When compared to other major destinations El Paso consistently delivers more bang for a planners buck.

Destination El Paso is committed to making the Council of the Great City Schools Fall Conference the most successful yet and will offer to complimentary rental of the El Paso Convention Center with a minimum purchase of \$70,000 in Food & Beverage and a minimum of 1,400 total room nights picked up. This sponsorship will be applied pro rata as either a payment directly to the association, as a payment to the convention center, in the form of a site fee, or as a reduction in charges by the facility at the facility manager's discretion.

Destination El Paso is committed to making your next event the most successful yet and look forward to hosting you in a city with a great mix of history, culture and the best hospitality around. I look forward to hearing from you in the near future and want you to know that we are eager, not only to assist you, but to also welcome your attendees with open arms.

Sincerely,

Bryan Crowe,  
CEO  
Destination El Paso



# **STRATEGIC PLANNING**





# Council *of the* Great City Schools

*THE NATION'S VOICE FOR URBAN EDUCATION*

---

## Strategic Plan

## Vision

---

Urban public schools exist to teach students to the highest standards of educational excellence. As the primary American institution responsible for weaving the strands of our society into a cohesive fabric, we—the leaders of America’s Great City Schools—see a future where the nation cares for all children, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.

The Great City Schools are places where this vision becomes tangible and those ideals are put to the test. We pledge to commit ourselves to the work of advancing empathy, equity, justice, and tolerance, and we vow to do everything we can to vigorously resist the forces of ignorance, fear, and prejudice, as we teach and guide our students. We will keep our commitments, and with society’s support of our endeavors, cities will become the centers of a strong and equitable nation with urban public schools successfully teaching our children and building our communities.

## Mission

---

It is the special mission of America’s urban public schools to educate the nation’s most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community.

## Commitments

---

The ongoing work of the council is built on commitments to:

1. *Improvement* in the instructional and non-instructional services provided by the membership and the organization. In many ways, this commitment sets the organization apart from other national education associations who simply represent and defend their memberships. Over the years, the Council has pursued those traditional roles, but also sought to improve public education in the nation’s urban areas using the expertise of member districts in unique and collaborative ways.
2. *Accountability* for results. More so than any other national organization, the Council has sought ways to demonstrate accountability for results. One can see this in its annual reports, district-specific services and return on investment reports, its policy positions on legislation like No Child Left Behind, its hard-hitting Strategic Support Teams, its research reports, and the like.

3. *Equity of opportunity.* The Council is a strong and outspoken voice for equity, opportunity, and social justice. Over the years, it has repeatedly spoken out on the issues of the day when others did not, and it has imbedded these values of equity into ongoing policy discussions, legislative positions, conference agendas and speakers, initiatives, reports and resources, and other activities.
4. *High Expectations* for the quality of our work and the capability of our students. The Council strives in all its efforts to reflect the highest standards of expertise and performance in both students and adults. This commitment sets the organization apart from others and is evident in the group's personnel, products, reports, research, conferences, recommendations, and communications.
5. *Integrity.* The organization is uncompromising in its veracity, consistency, and truthfulness in the pursuit of its mission—including the discipline to self-critique. These qualities have helped build the organization's reputation for forthrightness with the public, the media, and government. The organization has not actively pursued press attention, although frequently cited in the media; it works from the assumption that if one builds a reputation for high quality and integrity then the organization attracts the right kind of press.

# Goals and Strategies

---

The Council pledges to build on the legacy of continuous improvement it has constructed. The Council proposes to remain faithful to three main goals between 2018 and 2023, and will adjust its tactical efforts to ensure that its foreseeable challenges can be met. The strategies to achieve the goals are listed in order of importance as defined by the Board of Directors.

## GOAL 1. TO EDUCATE ALL URBAN SCHOOL STUDENTS TO THE HIGHEST ACADEMIC STANDARDS.

The Council will implement a three-pronged academic improvement strategy, which underscores work that the organization has pursued and is more carefully defined. The three prongs include emphases on continuing district wide academic improvements; a new emphasis on turning around our chronically low-performing schools; and greater weight on student groups that have been historically under-served, i.e., males of color, English learners, students with disabilities, and impoverished students.

### Strategies:

1. Conducting continuing research on why and how some urban school systems improve faster than others, and imbedding emerging findings into the Council's technical assistance, resources, conferences, and professional development
2. Identifying, developing, and emphasizing effective initiatives for improving the academic attainment of males of color, English learners, impoverished students, and students with disabilities
3. Protecting federal financial and regulatory support and flexibility for urban school systems
4. Leading and supporting the continuing implementation of challenging college- and career-readiness standards
5. Directing concentrated technical assistance, professional development, and support to our lowest-performing urban school systems
6. Tracking our performance through the Trial Urban District Assessment and the Academic Key Performance Indicators to gauge progress and identify where additional emphasis is needed
7. Supporting and improving networks of schools in our cities that are identified as the lowest performing in their respective states

8. Encouraging social services and wrap-around supports for urban students—but not as a substitute for emphasizing higher standards of instruction
9. Creating better tools to help members improve academic achievement, and pressuring commercial organizations to enhance the quality of their products
10. Building relationships with state entities around a common understanding and commitment to pursuing what works in improving low-performing schools
11. Building the pipeline of students who can successfully handle a rigorous ninth grade academic program and complete a core course of high school instruction

**GOAL 2. TO LEAD, GOVERN, AND MANAGE OUR URBAN PUBLIC SCHOOLS  
IN WAYS THAT ADVANCE THE EDUCATION OF OUR STUDENTS AND  
ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF OUR INSTITUTIONS.**

The Council will work to improve the leadership, governance, management, and operations of our districts. The Council will place tactical emphasis on the leadership and governance of our school boards, the tenure of our superintendents, and the operational performance of our districts.

**Strategies:**

1. Expanding the organization's work to strengthen the governing capacity of our school boards. This involves more professional development and technical assistance to sitting school boards and cross-district support of boards, school board presidents, and new school board members on both effective governance and their roles in improving student achievement
2. Delivering technical assistance, ongoing mentoring, and support for member superintendents through a cadre of successful former superintendents
3. Increasing use of the Council's performance management system and non-instructional key performance indicators to improve organizational effectiveness and efficiency
4. Providing additional Strategic Support Teams and technical assistance to member school systems
5. Convening regular meetings of member superintendents to foster and enhance collaboration, mutual support, and ability to act collectively

### GOAL 3. TO BOLSTER THE PUBLIC'S CONFIDENCE IN URBAN PUBLIC EDUCATION AND BUILD A SUPPORTIVE COMMUNITY FOR RAISING OUR CHILDREN AND ENHANCING THEIR FUTURE.

This Council will emphasize improvement in the public's perceptions of, support for, and confidence in public education in our nation's cities. The Council will stress our schools' role in strengthening our communities. This goal underscores an enhanced communications function of the Council and the work to strengthen the public's willingness to support our institutions when the Council runs into political or partisan trouble.

#### Strategies:

1. Enhancing the Council's outreach efforts to the public, placing more explicit emphasis on the successes and progress of urban public schools
2. Building coalitions with national and local urban organizations that can help the schools communicate the positive stories of urban public education.
3. Developing strategies and models for member districts on how to more effectively engage parents and community stakeholders
4. Standing for stronger equity in our schools
5. Conducting additional polling on the public's perceptions of urban public schools and where targeted messaging might prove effective
6. Increasing the Council's social media presence to reach a wider audience when communicating the progress of urban public education
7. Providing more comprehensive information to national and local community-based groups on the social services that our schools deliver to parents and the community

# STRATEGIC PLANNING SURVEY RESULTS

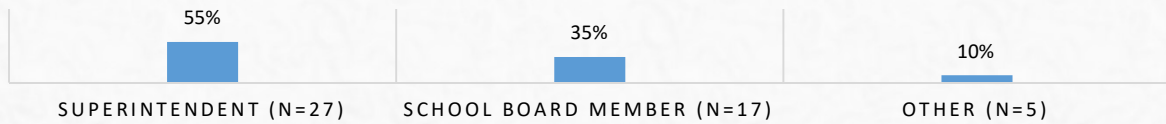
MARCH 2018

COUNCIL OF THE GREAT  
CITY SCHOOLS

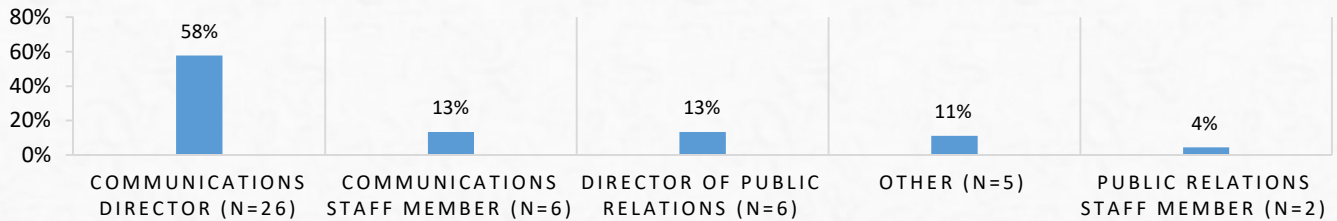


# DISTRICT ROLE

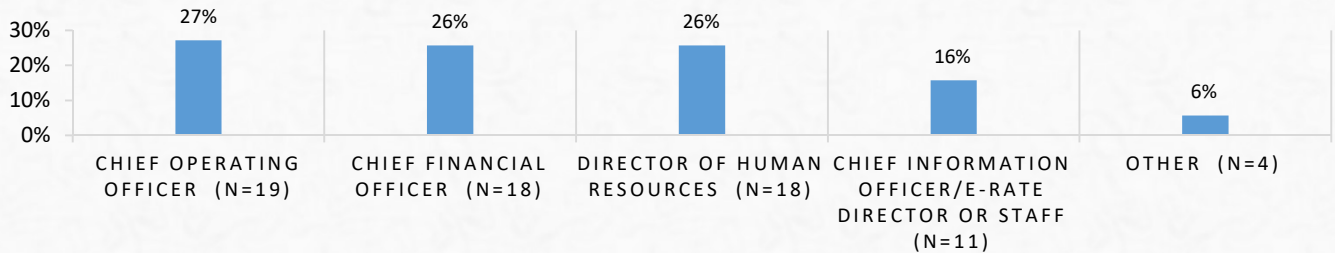
## WHAT IS YOUR ROLE IN YOUR SCHOOL DISTRICT?



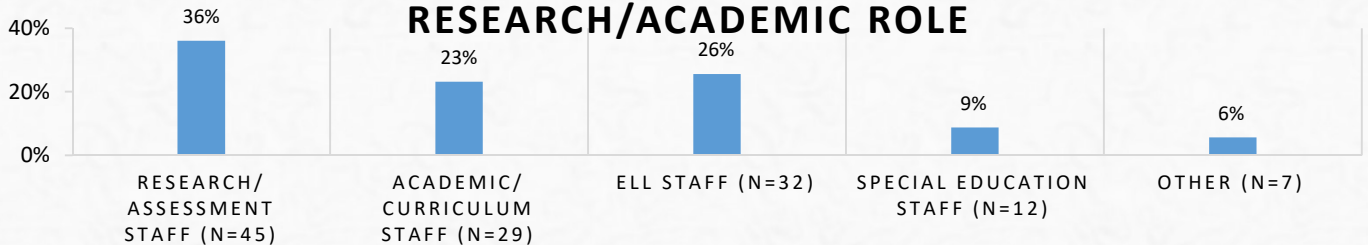
## PUBLIC RELATIONS ROLE



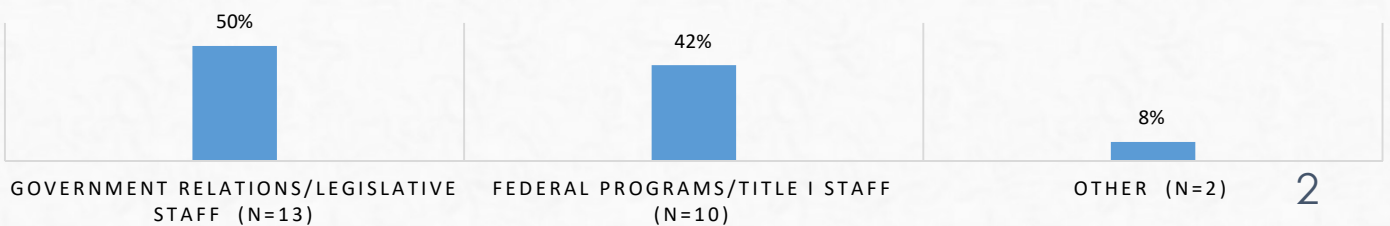
## OPERATIONS ROLE



## RESEARCH/ACADEMIC ROLE



## WHAT IS YOUR ROLE IN YOUR SCHOOL DISTRICT?



# DISTRICT & COUNCIL EXPERIENCE

How long have you been with your current school district?

|                     | Superintendent/<br>Board Member | Legislative Services | Operations and<br>Management | Research/<br>Academic | Public Relations/<br>Communications |
|---------------------|---------------------------------|----------------------|------------------------------|-----------------------|-------------------------------------|
| Less than a year    | 8.2%                            | 12.0%                | 7.3%                         | 8.8%                  | 11.1%                               |
| 1 to 3 years        | 20.4%                           | 24.0%                | 34.8%                        | 21.6%                 | 35.6%                               |
| 4 to 5 years        | 22.5%                           | 4.0%                 | 8.7%                         | 12.0%                 | 6.7%                                |
| Longer than 5 years | 49.0%                           | 60.0%                | 49.3%                        | 57.6%                 | 46.7%                               |

Have You Attended Any Council Conferences/Activities?

|   | Superintendent/<br>School Board<br>Member<br>(n= 43) | Legislative<br>Services<br>(n=18) | Operations/<br>Management<br>(n=51) | Research/<br>Academic<br>(n=107) | Public Relations/<br>Communications<br>(n=45) |
|---|--|-----------------------------------|-------------------------------------|----------------------------------|---|
| <b>Meeting</b>  |  |                                   |                                     |                                  |   |
| Annual Fall Conference                                  | 95.3%  | 33.3%                             | 41.18%                              | 56.1%                            | 31.11%  |
| Bilingual Directors Meeting                             |  |                                   |                                     | 23.4%                            |   |
| Board of Directors Meeting                              | 55.8%  |                                   |                                     |                                  |   |
| Chief Financial Officers Meeting                        |  |                                   | 21.57%                              |                                  |   |
| Chief Information Officers and MIS<br>Directors Meeting |  |                                   | 7.84%                               |                                  |   |
| Chief Operating Officers Conference                     | 2.3%   |                                   | 27.45%                              |                                  |   |
| Curriculum, Research Directors<br>Meeting               |  |                                   |                                     | 31.8%                            |   |
| Executive Committee Meeting                             | 34.9%  |                                   |                                     |                                  |   |
| Human Resources and Personnel<br>Directors Meeting      |  |                                   | 27.45%                              | 0.9%                             |   |
| Public Relations Executives Meeting                     |  |                                   |                                     |                                  | 66.67%  |
| Spring Legislative Conference                           | 46.5%  | 77.8%                             | 5.88%                               | 4.7%                             | 2.22%   |
| Task Force Meeting                                      | 34.9%  |                                   |                                     |                                  |   |
| None  |  | 16.7%                             | 15.69%                              | 23.4%                            | 26.67%  |
| Other (please specify)                                  | 9.3%   |                                   | 17.65%                              | 3.7%                             |   |

# YOUR DISTRICT'S PRESSING NEEDS?

| Needs   | Superintendent/<br>Board Member | Legislative<br>Services | Operations<br>and<br>Management | Research/<br>Academic | Public Relations/<br>Communications |
|---|---------------------------------|-------------------------|---------------------------------|-----------------------|-------------------------------------|
| Increase the level of academic achievement throughout the district to ensure that students are graduating college and career ready        | 68.1%                           | 45.5%                   | 53.6%                           | 64.5%                 | 64.3%                               |
| Turn around lowest performing schools   | 34.0%                           | 40.9%                   | 26.1%                           | 30.7%                 | 42.9%                               |
| Close the achievement gap   | 34.0%                           | 59.1%                   | 39.1%                           | 54.8%                 | 35.7%                               |
| Balance budgets while still delivering quality education  | 27.7%                           | 59.1%                   | 31.9%                           | 9.7%                  | 28.6%                               |
| Strengthen pipeline of effective teachers in the district   | 27.7%                           | 27.3%                   | 18.8%                           | 12.9%                 | 11.9%                               |
| Provide wrap-around and social -emotional supports to students  | 19.2%                           | 9.1%                    | 5.8%                            | 15.3%                 | 21.4%                               |
| Increase public confidence in your district   | 12.8%                           | 9.1%                    | 15.9%                           | 7.3%                  | 40.5%                               |
| Improve infrastructure  | 10.6%                           | 0.0%                    | 14.5%                           | 4.0%                  | 7.1%                                |
| Improve quality of existing teachers through better professional development supports   | 10.6%                           | 0.0%                    | 8.7%                            | 17.7%                 | 9.5%                                |
| Optimize administrative operations in order to maximize amount of funding available for academic purposes                                 | 10.6%                           | 4.6%                    | 17.4%                           | 0.8%                  | 4.8%                                |
| Other (please specify)  | 10.6%                           | 9.1%                    | 14.5%                           | 9.7%                  | 7.1%                                |
| Strengthen pipeline of effective school leaders in the district   | 10.6%                           | 13.6%                   | 15.9%                           | 17.7%                 | 4.8%                                |
| Improve programming for special education students  | 8.5%                            | 4.6%                    | 4.4%                            | 13.7%                 | 0.0%                                |
| Manage the growth of charter schools and other choices  | 8.5%                            | 9.1%                    | 10.1%                           | 4.0%                  | 16.7%                               |
| Decrease district dropout rates   | 6.4%                            | 0.0%                    | 5.8%                            | 2.4%                  | 0.0%                                |
| Improve quality of central administration staff in key leadership positions through targeted training / professional development supports | 4.3%                            | 4.6%                    | 11.6%                           | 2.4%                  | 0.0%                                |
| Strengthen staff accountability in the central office (e.g., better evaluation systems)   | 4.3%                            | 0.0%                    | 8.7%                            | 1.6%                  | 0.0%                                |
| Strengthen teacher accountability in the system (e.g., better evaluation systems)   | 4.3%                            | 0.0%                    | 2.9%                            | 1.6%                  | 0.0%                                |
| Improve programming for ELL students  | 2.1%                            | 0.0%                    | 4.4%                            | 18.6%                 | 7.1%                                |
| Improve programming for struggling students   | 2.1%                            | 18.2%                   | 4.4%                            | 12.1%                 | 2.4%                                |
| Implement blended learning and other one-to-one initiatives   | 0.0%                            | 0.0%                    | 2.9%                            | 4.8%                  | 0.0%                                |
| Implement the Common Core State Standards or other college and career-readiness standards   | 0.0%                            | 4.6%                    | 0.0%                            | 3.2%                  | 0.0%                                |
| Improve quality of existing school principal leadership in the district through better professional development supports                  | 0.0%                            | 0.0%                    | 11.6%                           | 7.3%                  | 7.1%                                |
| Improve the quality and implementation of district curriculum   | 0.0%                            | 4.6%                    | 2.9%                            | 14.5%                 | 4.8%                                |
| Strengthen district's overall accountability system through better assessments & testing  | 0.0%                            | 0.0%                    | 1.5%                            | 3.2%                  | 4.0%                                |
| Strengthen school leader accountability in the system (e.g., better evaluation systems)   | 0.0%                            | 0.0%                    | 2.9%                            | 0.8%                  | 2.4%                                |

# WHAT IS MOST IMPORTANT TO YOU?

HOW IMPORTANT DO YOU FEEL EACH OF THE FOLLOWING SERVICES IS IN SUPPORTING YOUR WORK?  
PLEASE RESPOND ON A SCALE OF 1-5 WHERE 1 = "NOT IMPORTANT AT ALL" AND 5 = "EXTREMELY IMPORTANT."

| Services  | Superintendent/<br>Board Member | Legislative<br>Services | Operations<br>and<br>Management | Research/<br>Academic | Public Relations/<br>Communications |
|---|---------------------------------|-------------------------|---------------------------------|-----------------------|-------------------------------------|
| Academic reports, tools, and resources to improve instruction   | 4.1                             | 3.6                     | 3.5                             | 3.9                   | 3.3                                 |
| Analyses of NAEP results  | 3.8                             | 3.4                     | 3.3                             | 3.5                   | 3.1                                 |
| Annual report, including district-by-district results of Council work   | 4.0                             | 3.6                     | 3.4                             | 3.4                   | 3.4                                 |
| Common Core State Standards implementation meetings and assistance  | 3.1                             | 3.1                     | 3.0                             | 3.0                   | 2.8                                 |
| ELL Online Professional Learning Platform   | 3.5                             | 3.2                     | 3.1                             | 3.4                   | 2.7                                 |
| Key Performance Indicators (KPIs) to benchmark district academic results  | 4.2                             | 3.3                     | 4.0                             | 3.8                   | 3.5                                 |
| Key Performance Indicators (KPIs) to benchmark district operations and finances   | 4.2                             | 3.2                     | 4.0                             | 3.5                   | 3.5                                 |
| Legal representation of urban school districts in federal court cases   | 4.3                             | 3.5                     | 3.7                             | 3.8                   | 3.6                                 |
| Legal Webinars  | 3.3                             | 3.6                     | 3.1                             | 3.3                   | 2.6                                 |
| Legislative advocacy on Capitol Hill  | 4.7                             | 4.6                     | 4.0                             | 4.0                   | 3.5                                 |
| Monthly newsletter—The Urban Educator—on recent developments in member districts  | 3.9                             | 3.5                     | 3.2                             | 3.4                   | 3.3                                 |
| Online jobs board   | 3.3                             | 3.1                     | 3.2                             | 3.0                   | 3.2                                 |
| Political support to districts when they face political or media crises   | 4.2                             | 3.8                     | 3.6                             | 3.7                   | 3.9                                 |
| Press conferences, news releases, and opinion pieces on urban school positions  | 4.3                             | 3.8                     | 3.3                             | 3.6                   | 3.7                                 |
| Public service announcements  | 3.5                             | 3.3                     | 2.9                             | 3.0                   | 2.9                                 |
| Regulatory advocacy in federal agencies   | 4.4                             | 4.6                     | 4.0                             | 4.0                   | 3.4                                 |
| Research and best practices on males of color   | 4.2                             | 3.6                     | 3.7                             | 4.1                   | 3.5                                 |
| Research and studies on trends and practices in urban schools   | 4.4                             | 4.2                     | 3.8                             | 4.2                   | 3.8                                 |
| Responding to information requests, sharing information, or queries (for data, information, best practices, additional customized research) | 4.2                             | 4.1                     | 4.0                             | 3.8                   | 3.9                                 |
| Scholarships for Great City School graduates who are pursuing STEM majors   | 3.5                             | 3.5                     | 3.3                             | 3.3                   | 3.0                                 |
| School board training and superintendent search assistance  | 4.2                             | 3.5                     | 3.7                             | 3.2                   | 3.5                                 |
| Technical assistance to districts participating in NAEP   | 3.4                             | 3.1                     | 3.2                             | 3.1                   | 2.8                                 |
| Twitter and social media support  | 3.2                             | 3.0                     | 2.8                             | 2.7                   | 3.0                                 |
| Urban School Executives Program   | 3.7                             | 3.2                     | 3.2                             | 3.2                   | 3.4                                 |
| Advice to districts on how to comply with specific federal guidance and regulations (e.g., Title I spending)                                |                                 | 4.3                     |                                 |                       |                                     |
| Advice to districts on how to implement legislation that has already passed (e.g., ESSA)  |                                 | 4.3                     |                                 |                       |                                     |
| Advocacy services (Council represents urban public school districts on the Hill and before federal agencies)                                |                                 | 4.7                     |                                 |                       |                                     |
| Assistance with interpreting new and proposed legislation   |                                 | 4.7                     |                                 |                       |                                     |
| Conference calls on federal legislation, guidance, regulations, and/or proposed rules   |                                 | 4.5                     |                                 |                       |                                     |
| Getting information from or connecting with other urban districts   |                                 | 4.0                     |                                 |                       |                                     |
| Common Core implementation meetings, materials, and activities  |                                 |                         |                                 | 3.0                   |                                     |
| Research reports and surveys on trends, issues, and challenges facing urban school districts  |                                 |                         |                                 | 4.2                   |                                     |
| Assistance with press releases or opinion pieces on district developments   |                                 |                         |                                 |                       | 2.4                                 |
| Biennial Survey of Public Relations Offices in the Great City Schools   |                                 |                         |                                 |                       |                                     |
| Communications-focused peer reviews conducted by the Council to help the district accomplish a particular Communications goal               |                                 |                         |                                 |                       | 3.6                                 |
| Exchanging information via the public relations executives listserve  |                                 |                         |                                 |                       | 4.6                                 |
| Media assistance around the release of NAEP scores  |                                 |                         |                                 |                       | 2.7                                 |

# WHAT IS MOST IMPORTANT TO YOU?

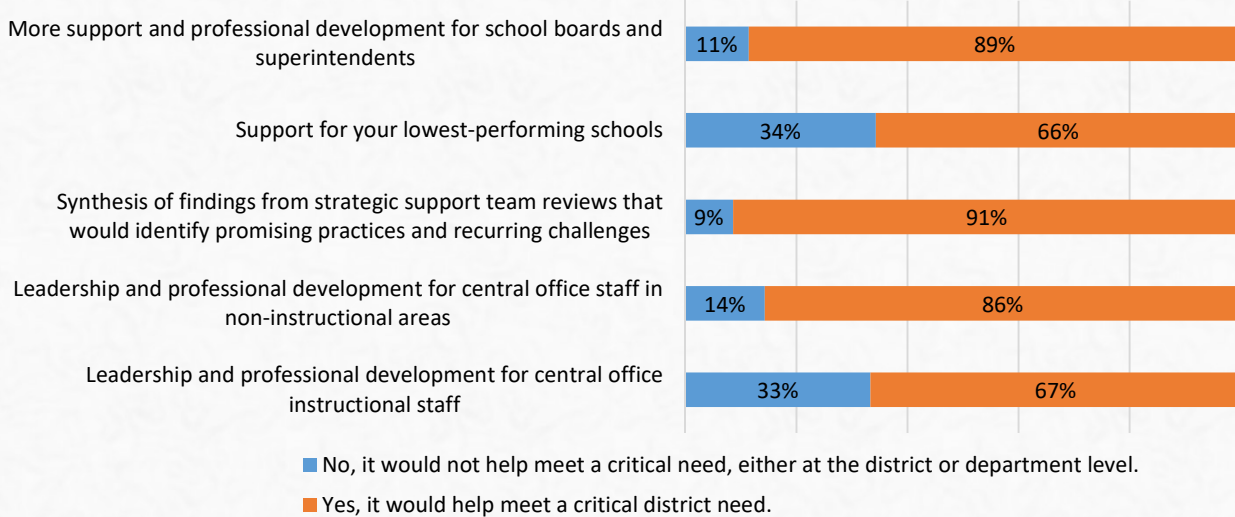
HOW IMPORTANT DO YOU FEEL EACH OF THE FOLLOWING SERVICES IS IN SUPPORTING YOUR WORK? PLEASE RESPOND ON A SCALE OF 1-5 WHERE 1 = "NOT IMPORTANT AT ALL" AND 5 = "EXTREMELY IMPORTANT."

| Services  | Superintendent/<br>Board Member | Legislative<br>Services | Operations and<br>Management | Research/<br>Academic | Public Relations/<br>Communications |
|---|---------------------------------|-------------------------|------------------------------|-----------------------|-------------------------------------|
| Annual Fall Conference to share best practices  | 4.5                             | 3.8                     | 3.9                          | 4.0                   | 4.0                                 |
| Annual meetings of member district CIOs, COOs, CFOs, or Food Services Directors   |                                 |                         | 3.9                          |                       |                                     |
| Annual meeting of the bilingual education directors   |                                 |                         |                              | 3.5                   |                                     |
| Annual meeting of the curriculum and research directors   |                                 |                         |                              | 3.8                   |                                     |
| Annual meeting of public relations executives   |                                 |                         |                              |                       | 4.5                                 |
| Spring Legislative Conference   | 4.1                             | 4.2                     | 3.2                          | 3.4                   | 2.8                                 |
| Job-alike meetings for school district administrators   | 4.0                             | 3.4                     |                              |                       |                                     |
| Strategic support teams to review and assist districts in such non-instructional areas as budget operations, human resource operations, transportation, and food services                                     | 4.2                             | 3.5                     |                              | 3.3                   | 3.2                                 |
| Strategic Support Team reviews in the area of facilities operations   |                                 |                         | 3.6                          |                       |                                     |
| Strategic Support Team reviews in the area of human resources and personnel operations  |                                 |                         | 3.9                          |                       |                                     |
| Strategic Support Team reviews in the area of IT  |                                 |                         | 3.7                          |                       |                                     |
| Strategic Support Team reviews in the area of transportation  |                                 |                         | 3.6                          |                       |                                     |
| Strategic Support Team reviews in the areas of finance and budgeting  |                                 |                         | 3.5                          |                       |                                     |
| Strategic Support Team reviews in the area of food services   |                                 |                         | 3.3                          |                       |                                     |
| Strategic support teams to review and assist districts in instruction, special education, and English language learners   | 4.2                             | 3.4                     | 3.4                          |                       | 3.2                                 |
| Strategic Support Team reviews in the areas of curriculum, instruction, reading and/or math   |                                 |                         |                              | 3.8                   |                                     |
| Strategic Support Team reviews in the areas of ELLs and bilingual education   |                                 |                         |                              | 3.8                   |                                     |
| Strategic Support Team reviews in the areas of Special Education  |                                 |                         |                              | 3.7                   |                                     |
| Strategic Support Team reviews in the area of federal programs (e.g., analyze the strengths and weaknesses of how the function is currently structured / staffed in the district, complying with federal law) |                                 | 3.9                     |                              |                       |                                     |
| Strategic support teams to review and assist districts in their communications operations   |                                 |                         |                              |                       | 3.5                                 |

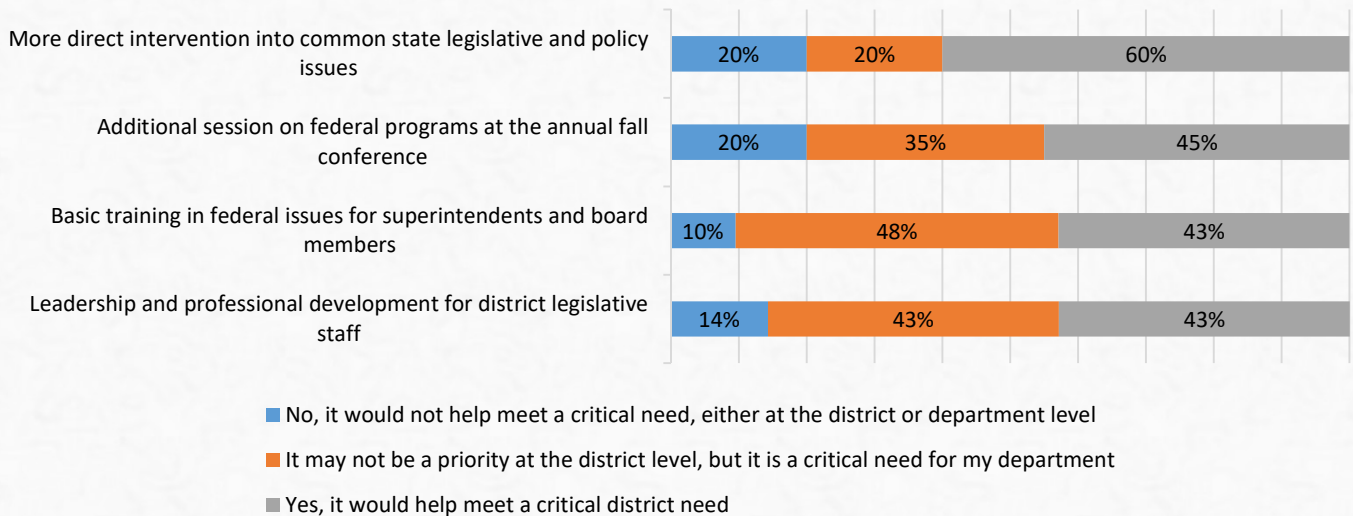


# ARE NEW SERVICES NEEDED?

## Superintendents / School Board Members: Would any of the following services/tools meet a critical need in your district?

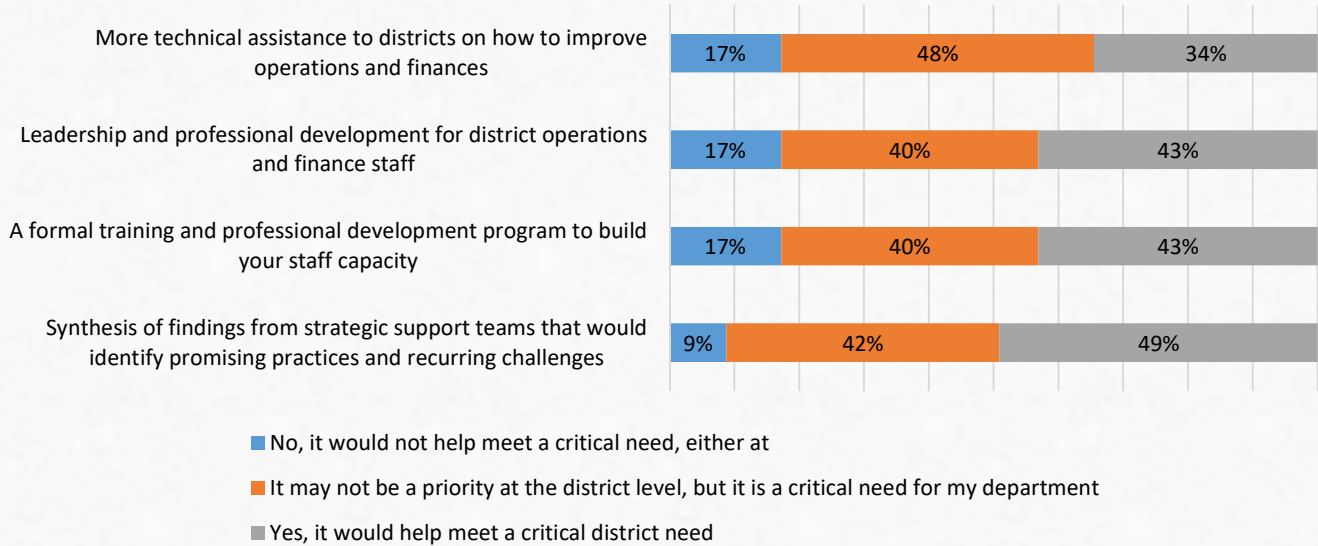


## Legislative Services: Would any of the following services/tools meet a critical need in your district?

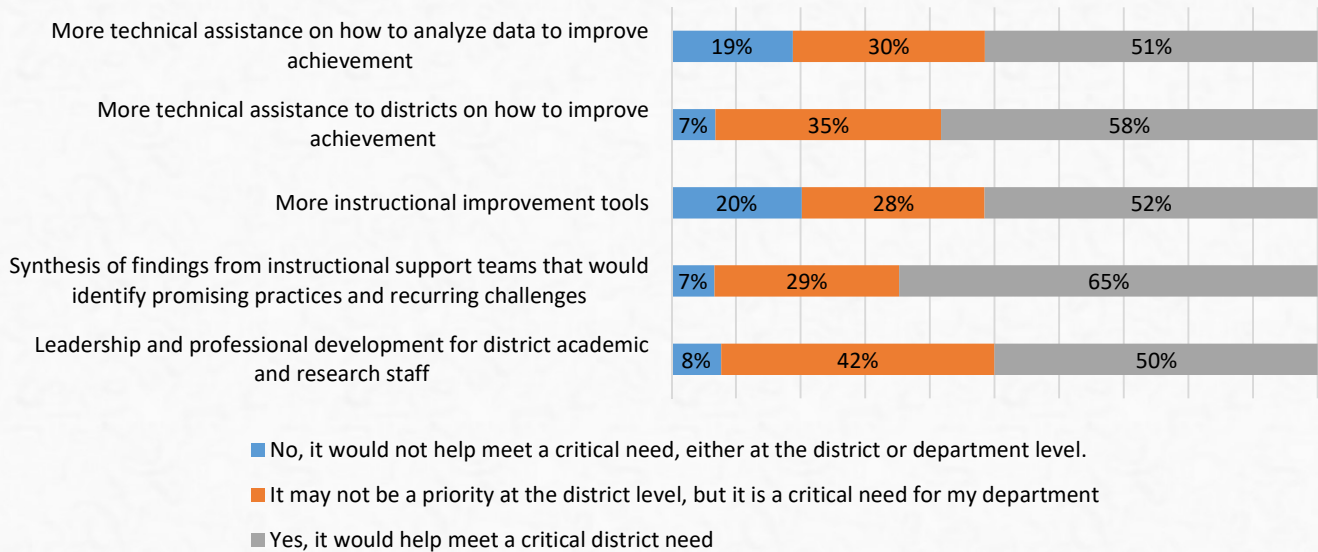


# ARE NEW SERVICES NEEDED?

## Operations / Management: Would any of the following services/tools meet a critical need in your district?

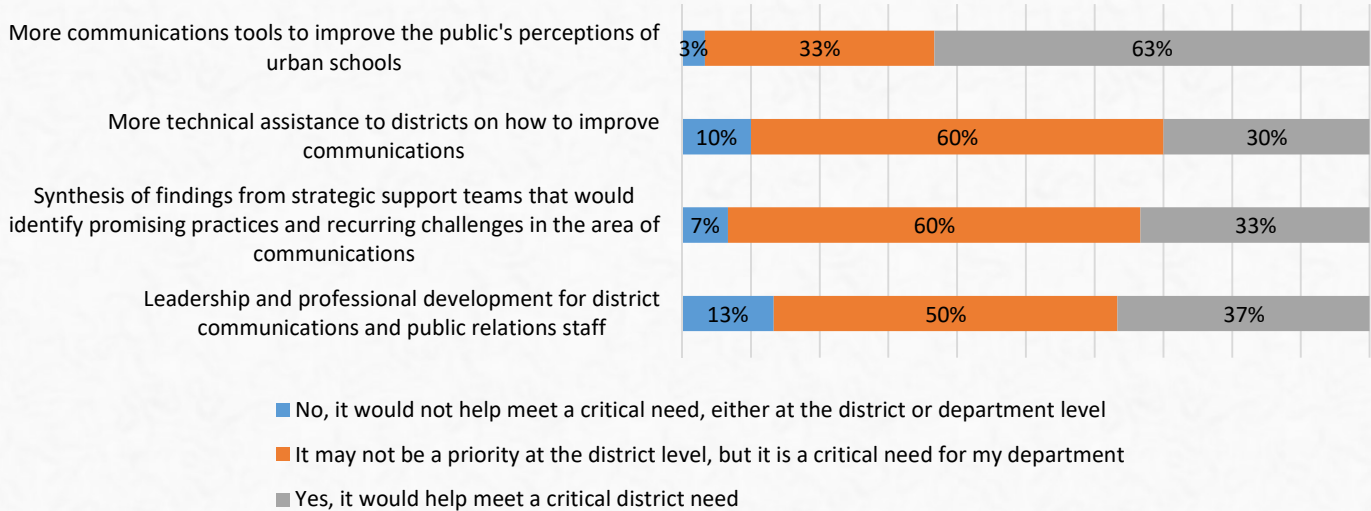


## Research / Academic: Would any of the following services/tools meet a critical need in your district?



# ARE NEW SERVICES NEEDED?

## PRE / Communications: Would any of the following services/tools meet a critical need in your district?



## How satisfied are you with the services and value offered to your district as a member of the Council? (5 point scale)

