

COUNCIL OF THE GREAT CITY SCHOOLS

EXECUTIVE COMMITTEE MEETING

OCTOBER 25, 2018

BALTIMORE, MD

COUNCIL OF THE GREAT CITY SCHOOLS

Executive Committee Meeting Agenda

**October 25, 2018
Baltimore**

October 25	EXECUTIVE COMMITTEE CONVENES	
4:30 pm	Welcome and Introductions	Page
	Opening of Executive Committee meeting and introductions.	6
	<i>Larry Feldman, Chair of the Board</i>	
	Minutes	Page 12
	Consideration of minutes from the July 20 & 21 meeting of the Executive Committee in Anchorage.	Vote
	<i>Larry Feldman, Chair of the Board</i>	
	By-Laws Subcommittee Report	Page 31
	Report of the By-Laws Subcommittee.	
	<i>Allegra "Happy" Haynes, By-Laws Subcommittee Chair</i>	
	Audit Subcommittee Report	Page 41
	Status report on the 2017-18 budget and the budget for 2018-19.	Vote
	<i>Michael O'Neill, Audit Subcommittee Chair</i>	
	Membership Subcommittee Report	Page 98
	Report of the Membership Subcommittee.	Vote
	<i>Tom Ahart, Membership Subcommittee Chair</i>	

	Conferences and Meetings	Page 111
	Executive Committee, job-alike meetings, and major conferences in 2018, 2019, and beyond.	
	<i>Michael Casserly, Executive Director</i>	
	Awards Programs	Page 124
	Overview of Council awards programs.	
	<i>Michael Casserly, Executive Director</i>	
	Partnership Proposals	Page 127
	Review of current partnership proposals.	Vote
	<i>Michael Casserly, Executive Director</i>	
	Strategic Planning	Page 129
	Review of draft strategic plan.	
	<i>Michael Casserly, Executive Director</i>	
5:30 pm	EXECUTIVE COMMITTEE ADJOURNS	

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

2018-2019

OFFICERS

Chair of the Board: Lawrence Feldman, Miami-Dade County School Board

Chair-Elect: Eric Gordon, Cleveland CEO

Secretary/Treasurer: Michael O'Neill, Boston School Committee

Immediate Past-Chair: Felton Williams, Long Beach School Board

MEMBERS

Thomas Ahart, Des Moines Superintendent
Juan Cabrera, El Paso Superintendent
Richard Carranza, New York City Chancellor
Sharon Contreras, Guilford County Superintendent
Paul Cruz, Austin Superintendent
Valerie Davis, Fresno School Board
Guadalupe Guerrero, Portland Superintendent
Allegra "Happy" Haynes, Denver School Board
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Raquel Reedy, Albuquerque Superintendent
Elisa Snelling, Anchorage School Board
Susan Valdes, Hillsborough County School Board
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Darrel Woo, Sacramento School Board
Paula Wright, Duval County School Board

Ex Officio

Deborah Shanley, Lehman College Interim Dean

COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2018-19

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COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2018-19

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COUNCIL OF THE GREAT CITY SCHOOLS
Board of Directors (as of October 2018)

CITY	SUPERINTENDENTS	BOARD MEMBERS
Albuquerque	Raquel Reedy	David Percy
Anchorage	Deena Bishop	Elisa Snelling
Arlington	Marcelo Cavazos	Aaron Reich
Atlanta	Meria Carstarphen	Leslie Grant
Aurora	Rico Munn	Marques Ivey
Austin	Paul Cruz	Kendall Pace
Baltimore	Sonja Santelises	Martha James-Hassan
Birmingham	Lisa Herring	Cheri Gardner
Boston	Laura Perille (Interim)	Michael O'Neill
Bridgeport	Aresta Johnson	Dennis Bradley
Broward County	Robert Runcie	Laurie Rich Levinson
Buffalo	Kriner Cash	Barbara Nevergold
Charleston	Gerrita Postlewait	Kate Darby
Charlotte-Mecklenburg	Clayton Wilcox	Mary McCray
Chicago	Janice Jackson	Jaime Guzman
Cincinnati	Laura Mitchell	Ericka Copeland-Dansby
Clark County	Jesus Jara	Linda Cavazos
Cleveland	Eric Gordon	Denise Link
Columbus	John 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
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El Paso	Juan Cabrera	Mickey Loweree
Fort Worth	Kent 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	Grenita Lathan	Diana Davila
Indianapolis	Lewis Ferebee	Michael O'Connor
Jackson	Errick Greene	Barbara Hilliard
Jefferson County	Martin Pollio	Diane Porter
Kansas City	Mark Bedell	Jennifer Wolfsie
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	Austin Beutner	Kelly Gonez
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	Keith Posley	Mark Sain
Minneapolis	Ed Graff	Siad Ali
Nashville	Shawn Joseph	JoAnn Brannon
Newark	Roger Leon	Josephine Garcia
New Orleans	Henderson Lewis Jr.	N/A
New York City	Richard Carranza	N/A
Norfolk	Melinda Boone	Rodney Jordan
Oakland	Kyla Johnson-Trammell	Nina Senn
Oklahoma City	Sean McDaniel	Paula Lewis
Omaha	Cheryl Logan	Lacey Merica
Orange County	Barbara Jenkins	William Sublette

Palm Beach County
Philadelphia
Pinellas County
Pittsburgh
Portland
Providence
Puerto Rico
Richmond
Rochester
Sacramento
St. Louis
St. Paul
San Antonio
San Diego
San Francisco
Santa Ana
Seattle
Shelby County (Memphis)
Stockton
Toledo
Toronto
Tulsa
Washington, D.C.
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William Hite, Jr.
Michael Grego
Anthony Hamlet
Guadalupe Guerrero
Christopher Maher
Julia Beatrice Keleher
Jason Kamras
Barbara Deane-Williams
Jorge Aguilar
Kelvin Adams
Joe Gothard
Pedro Martinez
Cindy Marten
Vincent Matthews
Stefanie Phillips
Denise Juneau
Dorsey Hopson, II
John Deasy
Romules Durant
John Malloy
Deborah Gist
Amanda Alexander (Interim)
Alicia Thompson

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

COUNCIL OF THE GREAT CITY SCHOOLS

Staff

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Alisa Adams, Finance Manager
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Terry Tabor, Conference Manager
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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
Anchorage, AK
July 20-21, 2018**

Friday, July 20, 2018

Present:

Officers:

Lawrence Feldman, Chair, Miami-Dade School Board
Eric Gordon, Chair Elect, Cleveland CEO
Michael O'Neill, Secretary/Treasurer, Boston School Board
Felton Williams, Immediate Past Chair, Long Beach School Board

Members:

Tom Ahart, Des Moines Superintendent
Richard Carranza, New York City Chancellor
Valerie Davis, Fresno School Board
Guadalupe Guerrero, Portland Superintendent
Happy Haynes, Denver School Board
Michael Hinojosa, Dallas Superintendent
William Hite, Philadelphia Superintendent
Lacey Merica, Omaha School Board
Raquel Reedy, Albuquerque Superintendent
Deborah Shanley, Brooklyn College, CUNY Dean
Elisa Snelling, Anchorage School Board
Van Henri White, Rochester School Board
Darrel Woo, Sacramento School Board

Absent:

Juan Cabrera, El Paso Superintendent
Allegra Haynes, Denver School Board
Sharon Contreras, Guilford County Superintendent
Paul Cruz, Austin Superintendent
Barbara Jenkins, Orange County Superintendent
Barbara Nevergold, Buffalo School Board
Ashley Paz, Fort Worth School Board
Susan Valdes, Hillsborough County School Board
Paula Wright, Duval County School Board

Larry Feldman, Chair of the Board of Directors, called the meeting to order at 2:00 pm. Present members introduced themselves, shared a positive development in their district, and a quorum was established.

Minutes

Larry Feldman presented the minutes of the March 17, 2018, meeting of the Executive Committee and March 18, 2018 meeting of the Board of Directors at the Legislative Conference in Washington, DC. A motion to approve the minutes passed by voice vote.

Nominations

Larry Feldman gave the report of the Nominations Subcommittee, introducing the new members and chairs of the Council's subcommittees and task forces.

A motion to approve the nominations passed by voice vote.

By-Laws

No report.

Audit

Michael O'Neill, Boston school committee member and chair of the Audit Subcommittee, gave the audit report. Materials contained the budget for FY 2017-18, which included a status update of dues payments. Michael Casserly, the organization's Executive Director, explained that the membership dues were tiered by district size, and that there was a roughly 2.0 percent increase each year—determined by annual changes in the federal Consumer Price Index. One member requested changing the label of New Orleans from "not paying" to "waived," to add clarity.

Casserly then reviewed the budget in detail. The general operating budget showed the general operating balance, categorical expenses, and current grants. He stressed that the Council had built up a sizable surplus from these grants over the last several years, which it is now spending down. He noted that this development is worth the committee's ongoing monitoring.

The Council's revenue and budget was presented by function and by expense line, including categorical spending and costs/revenues from various meetings and conferences. For new members, Casserly described each program, grant, and category of spending. He stressed that there was also additional grant funds coming in—\$15K from the Stuart Foundation, \$75K from the Wallace Foundation for a project with Mathematica around Principal supervisors, a tentative \$650K grant from the Kellogg Foundation, \$400K from the Wallace Foundation to extend our ESSA work, another grant from the Gates Foundation that hasn't been finalized yet, and some \$600k from IES. All told, the organization expects an additional \$2 million to \$2.5 million over the next few years. This will increase our surplus to around \$10 million.

O'Neill indicated that he would like to convene the audit committee to discuss how much of a surplus/deficit to tolerate, and to develop trend analyses by revenue sources.

The committee will receive a first quarter report for FY 2018/19 at the Baltimore meeting in October. At the January meeting a draft audit will be available, and subsequently presented to the full board at the March legislative conference.

Casserly then reviewed investments and asset allocations. All were within recommended ranges.

A motion to approve the audit report passed by voice vote.

Membership

Tom Ahart, Des Moines superintendent and chair of the Membership Subcommittee, gave the report of the subcommittee. Materials included membership requests from and information on Durham, North Carolina; Stockton, California; and Lincoln, Nebraska. The recommendation of the subcommittee was to decline the applications of Durham and Lincoln because they did not meet bylaws requirements, and to grant membership to Stockton.

Discussions on the three districts followed. Members praised the Council's diligence in carefully vetting membership applications and retaining the commitment of the organization to urban districts.

A motion to accept Stockton as a member passed by voice vote.

A motion to deny the Durham and Lincoln applications passed by voice vote.

When informing these districts of the committee's decision, members requested that staff make it clear that non-member districts are still welcome at the Council's conferences and meetings.

There was also an update on Toronto's membership. Members were reminded that Toronto was confirmed in 2017, but it put its membership on hold. They are now prepared to join. No further vote was necessary.

Aurora was also confirmed in 2017. However, the district could not pay membership dues at that point, but they are now able to join and pay dues. No further vote was necessary.

Finally, the committee granted a dues waiver to Puerto Rico for the last several months of the 2017-18 program year. A motion to extend the waiver for Puerto Rico for the 2018-19 fiscal year passed by voice vote. The committee agreed to review this decision annually.

Annual Report

Casserly handed out copies of the organization's 2017-18 annual report, and reviewed highlights and accomplishments from the year. He then welcomed general member

feedback, particularly on the statements that the Council issues around political controversies. Members affirmed that they supported the executive director's instincts and judgement about when and how to issue these statements, and the committee encouraged him and the organization to sustain their advocacy. The overall annual report was well received.

Members then received copies of their individualized benefits reports, which provide calculations of each district's return-on-investment for their dues.

A motion to accept the annual reports passed by voice vote.

Conferences and Meetings

Casserly presented the meeting lineup for the remainder of 2018 and 2019. The 2018 annual conference will be in Baltimore in October—a conference brochure was included in the conferences section of the materials. Speakers will include Michelle Alexander (author of *The New Jim Crow*), Khizr Khan (Gold Star father and Constitutional advocate), and former second lady Jill Biden. We have received a record number of applications for sessions this year, which staff are still in the process of reviewing.

The 2019 annual conference will be held in Louisville, KY. At the last Executive Committee meeting, the group selected Dallas, TX as the site for the 2020 annual conference, and Philadelphia as the site for 2021.

A motion to hold the winter 2019 executive committee meeting in Denver (on January 25 & 26, 2019), and the summer 2019 meeting in NYC (on July 19 & 20, 2019) passed by voice vote.

A motion to hold the winter 2020 executive committee meeting in Long Beach (on January 24 & 25, 2020) passed by voice vote.

Award Programs

Committee materials provided information on the Council's various award programs, including applications for the Green-Garner Award, the Queen Smith Award, and the Shirley Schwartz Award. Casserly reviewed each one.

Communications

Committee materials provided a sample of recent statements, press releases, and articles, by topic. Also, materials included a report on the Council's social media presence.

There was also an agenda from the most recent communications directors' meeting. Casserly invited members to review this agenda to ensure that the meeting was representing their communications and public relations needs and priorities.

Research

The research section of the committee's materials provided an overview of the 2017 NAEP results, as well as an analysis of TUDA performance adjusted by race, poverty, language status, and family educational levels. Casserly indicated that staff were holding off on finalizing the report until it received the 2017 restricted-access data set.

Casserly also described the site visits that the Council's research and academics staff were making to member districts that were showing particularly strong progress on NAEP. To date, the project team had visited Washington DC and Boston. Next month the team will visit Chicago and hope to schedule trips to San Diego, Miami, and possibly Dallas before the end of the year.

In addition, Casserly described the organization's ongoing concerns about the alignment of NAEP and how it may be affecting test scores. Members also shared their concerns.

Committee materials also provided a status report on the Council's academic KPIs, including a breakdown of districts who had responded so far. Casserly also described its continuing research on principal supervisors and its survey of the membership with Mathematica.

The research section also provided information on and a list of members of the Great City Schools/NAGB advisory committee.

The meeting adjourned for the day at 4:58pm followed by a group dinner with the Anchorage superintendent and school board members.

Saturday, July 21, 2018

Legislation

Jeff Simering, the Council's Legislative Director, and Manish Naik, legislative manager, briefed the group on legislative developments in Washington, D.C. They reported that appropriations bills in the House and Senate were moving relatively quickly. Both bills provide ongoing funding for the upcoming school year at slightly higher levels.

Council staff indicated that the administration has a limited education agenda. The push for additional support for private schools has been largely unsuccessful. Still, there was a new emphasis on job training, which was being championed by Ivanka Trump and Betsy DeVos. This has resulted in moving the Perkins CTE reauthorization forward. Committee materials provided the Council's recommendations to both the House and Senate committees on their respective bills. Of special concern were provisions dealing with state maintenance of effort. Simering also reported that it looked like there will be no higher education reauthorization this year.

Beyond Congress, the administration continues to push for deregulation across all agencies, according to Simering. In addition, he described the status of DACA, the administration's positions on school desegregation, school discipline, and school safety.

Committee materials included various other recommendations and comments from the Council in such areas as school meals and special education regulatory reform.

Casserly then described the Council's approach to how and when we take legislative and policy positions, including positions on regulatory issues. He asked for the committee's guidance on the right balance between regulatory flexibility and civil rights protections. He cited several examples. In general, the committee came down on the side of taking nuanced positions. The committee did not have confidence in the administration's instincts or expertise to take such nuanced positions themselves, so the organization should err on the side of protecting civil rights when in doubt.

Members then discussed the current political climate, challenges facing urban centers and schools, and the need to get out the vote. Members agreed that we should work to promote political engagement, leadership, and voting—particularly among our students, ensuring that students are registered to vote and feel empowered to participate.

It was then suggested that we build the fall conference town hall meeting around these themes with an all-student panel and a student moderator. Members agreed to recruit students to participate.

Task Force on Achievement and Professional Development

Deb Shanley, Dean of the Lehman College of Education, updated the committee on the Troops to Teachers program. She is working with member human resources staff and directors across the country. Forty-three districts are actively involved.

The achievement and professional development section of the materials contained an overview of the organization's work in these areas. Work included technical assistance in curriculum development, the collection and analysis of academic KPIs, and a catalogue of standards-implementation resources. In addition, the Council is conducting research around the role of principal supervisors, providing various instructional strategic support teams to districts (including special education reviews in Fresno and Detroit), and a balanced-literacy pilot program in Metropolitan Nashville Public Schools.

An agenda from the June curriculum and research meeting was also provided.

Casserly then provided background on the Nashville balanced literacy project, including results, next steps, and plans for an expansion into San Antonio. There are also opportunities for interested districts to participate as observer districts.

The committee then reviewed the memorandum of understanding from Sanford/Harmony, a social-emotional learning program. While there are both risks and benefits to this partnership, members felt that the suggested MOU was overly vague and significantly oriented around Sanford/Harmony's marketing priorities. While the program addressed an area of need, the committee agreed that more information was needed before the committee could proceed.

Task Force on Males of Color

Casserly revisited the discussion by the committee on conducting more analysis of members' work around Males of Color. He described the status of member updates on their efforts to implement the pledge taken in 2014. Members agreed that an additional effort should be made to obtain more current information and to analyze what was working and what wasn't.

In addition, he described the organization's proposal to the Gates Foundation to gather information on teacher demographics across the membership. The proposal to the foundation is pending.

Members reaffirmed their commitment to addressing the needs of Males of Color, and the need for the Council to carry it forward even in the absence of President Obama as a champion for the work.

Finally, the task force's goals needed to be approved by the committee. The four draft goals of the new Task Force on Males of Color passed by voice vote.

Task Force on Bilingual Education

Richard Carranza reviewed the materials on the Council's work in the area of ELLs. Bilingual staff recently fielded an ELL survey of member districts and are now in the process of writing up the results.

Committee materials also provided an update on the ELL materials procurement project. Casserly gave a detailed history of this project for new members, emphasizing the historic nature of the initiative.

The group then watched a five-minute video providing details on the new online professional development platform (PDP), including a sample of one of the training videos.

One member suggested partnering with colleges to offer course credits toward degrees for participants.

Finally, the ELL section of the materials included information on new WIDA cut scores, and a summary of Council member districts' concerns about WIDA's changes to assessing English language proficiency.

Task Force on Leadership, Governance, and Finance

Michael O'Neill gave the report of the newly combined task force on leadership, governance, and finance. Materials included the operational KPIs, a draft procurement report (which will be released in October at annual conference), and a draft outline of a report on security. There was also a sample of SST reports from Norfolk, Palm Beach, San Antonio, and Wichita.

O’Neill then updated the group on recent meetings with the Harvard Business School, and he walked through the details of the resulting proposal for an executive training program for urban school board members. Lacey Merica, school board member from Omaha, also attended the meeting to provide an “outside” perspective. Merica reported being impressed by the potential value and accessibility of the proposed program. Casserly echoed this sentiment, saying that while he wasn’t convinced at the outset, meeting with HBS had changed his mind, and had convinced him of the flexibility of the Harvard Business School and the value of the undertaking.

Furthermore, Casserly indicated that he had approached the Gates Foundation with several options for initiatives they may consider funding, and this was one of them—covering expenses for district staff/leader participation.

Members then discussed the merits of the proposal, as well as potential pitfalls. There was consensus around support for the program, and the Council’s partnership with Harvard. In bringing this proposal back to the board, members recommended sharing this level of detail, as board reluctance in the past may have been based on the thinness of the proposal that was previously shared.

A motion to move forward with the Harvard Business School in creating a unique school board training program for CGCS, with due diligence and through a lens of equity, passed by voice vote.

Strategic Planning

A copy of the latest draft of the strategic plan was provided in committee materials. This was an update from the draft received from the consultants who facilitated our strategic planning session in January in Orlando. Casserly then walked the group through the additions and new structure of the document, reviewing each of the strategies/tactics in service of the three main organizational goals.

The members offered the following comments/suggestions—

- Instead of the term “poor children,” use “students in poverty/living in poverty/impacted by poverty” or “low SES”
- Add a tactic identifying local colleges of education as a key “partner,” in recognition of them as partners in preparing next generation of educators
- Replace the word teachers with the word educators, which was viewed as more inclusive
- Change the dates to 2019-2024 (to give us time to present the strategic plan to the board of directors and pass it in October)
- Further emphasize the strategy of using district *practitioners* across topical areas to lend their expertise and to provide mentoring
- Add language around urban school districts being in charge of their own futures—working together to improve themselves
- Make more explicit the fact that it is both *for* and *with* our students that we do this work—embed them into the work

In general, the executive committee agreed that the document effectively captured the discussion in January and reflected the priorities and values of the members.

Personnel

The Executive Committee then went into executive session.

The Chair adjourned the meeting at 4:00 pm.

Respectfully submitted:

Michael Casserly
Executive Director

BOARD OF DIRECTORS

**COUNCIL OF THE GREAT CITY SCHOOLS MINUTES
BOARD OF DIRECTORS MEETING
WASHINGTON, D.C.
MARCH 18, 2018**

Darienne Driver, Chair of the Board of Directors, called the meeting to order at 8:45 am. Members introduced themselves. The Chair asked for a moment of silence to honor the victims of the Broward County school shooting.

Minutes

Darienne Driver presented the minutes of the October 21, 2017 meeting of the Board of Directors at the Annual Conference in Cleveland, OH and the January 20, 2018 meeting of the Executive Committee in Orlando, FL. A motion to approve the minutes passed by voice vote.

Nominations

Felton Williams, Immediate Past Chair, introduced the members of the Nominations Committee, then reviewed the lineup of new officers, confirmations, term renewals, and nominations for new members of the Executive Committee for fiscal year 2018-19.

Officers to serve a one-year term:

- Chair: Larry Feldman, Miami-Dade School Board
- Chair-Elect: Eric Gordon, Cleveland CEO
- Secretary/Treasurer: Michael O'Neill, Boston School Committee
- Immediate Past Chair: Darienne Driver, Milwaukee Superintendent

Renewal of terms:

- Paul Cruz, Austin Superintendent, to serve a second three-year term through 6/30/21
- Elisa Snelling, Anchorage School Board Member, to serve a first three-year term through 6/30/21

Confirmation of appointments:

- Van Henri White, Rochester School Board Member, to serve the unexpired term of Ronald Lee, whose term expires 6/30/20
- Darrel Woo, Sacramento School Board Member, to serve the unexpired term of Marnell Cooper, whose term expires 6/30/19

Nominations of members to fill vacancies:

- Raquel Reedy, Albuquerque Superintendent, to serve the unexpired term of Michelle King, whose term expires 6/30/20
- Guadalupe Guerrero, Portland Superintendent, to serve the unexpired term of Aurora Lora, whose term expires 6/30/19
- Valerie Davis, Fresno School Board Member, to serve the unexpired term of Michael O'Neill, new Secretary/Treasurer, whose term expires 6/30/19

A motion to approve all nominations of committee officers, term renewals, and new members passed by voice vote.

Conferences and Meetings

Michael Casserly, Executive Director, presented the meeting lineup for the remainder of 2018. This year's annual conference will be held October 24-28 in Baltimore, and information on the hotel, venues, and speakers was included in board materials. The superintendent and school board representative from Baltimore addressed the group and indicated that the city looked forward to hosting Council members in the Fall.

The 2019 annual conference will be held in Louisville, KY, and yesterday the Executive Committee approved the selection of Dallas as the host city for the 2020 annual conference and Philadelphia as the host in 2021.

Communications

Casserly reviewed the Council's recent statements and press releases, as well as sample articles and editorials. The communications section of the materials also included a report on the organization's social media presence.

In addition, board materials included information on the growing presence of Sinclair Publishing, a conservative media conglomerate with a defined agenda around social institutions in general, and public education systems in particular. Sinclair was using media outlets in several "pilot" cities to launch negative stories. One of those cities was Baltimore, who shared their experience with the group. Casserly urged members to monitor what was happening with their local media stations and outlets, and to be prepared, as they are quietly buying up local stations in cities throughout the United States.

Materials also provided sample "one-pagers"—flyers highlighting the positive history and progress of public schools in big cities. The Council has about 50 of these flyers on the bench, ready to be sent out. These can be used as models, and individual member districts should feel free to tailor or replicate them to highlight their own successes, priorities, initiatives, or distinguished graduates.

The latest edition of *The Urban Educator* and a flyer on the summer PRE-meeting were also available. Michael O'Neill, Boston school committee member, noted that this meeting had the lowest attendance of the job-alike groups, so he encouraged members to send their public relations executives to this summer's session.

Finally, materials included a recent award to the Council for best legal brief. Casserly thanked Julie Halbert for her excellent work and asked the communications team to stand and be acknowledged.

Legislation

The remainder of the conference is devoted to providing participants with detailed briefings on legislative developments. But Darienne Driver called the group's attention to a recent

resolution and draft legislation on gun violence. The resolution can be adopted, modified, or used as a template and adjusted to meet the needs of individual districts. She then reviewed the specific recommendations and principles articulated in the resolution and legislation.

The issue will be brought up in a meeting with U.S. Secretary of Education Betsy DeVos tomorrow. The Secretary will not, however, be addressing the group at lunch.

Members then discussed their work around the issue of gun control, their experience working to pass the resolution (or versions of it), and their efforts to support and address student concerns over safety. Broward County school board member Laurie Rich Levinson spoke in favor of the Council's resolution and thanked the body for its support. (Broward County was the location of the recent school shooting at Stoneman Douglas High School.)

A motion to adopt the resolution on gun violence passed unanimously by voice vote of present members. The resolution will now be sent to Congress, and legislative proposals will be shared with potential sponsors. The Council is also collecting sample resolutions from member districts.

Research

Ray Hart, the Council's Research Director, gave an update on the Council's research activities, including collecting and analyzing academic key performance indicator data as well as the latest year of NAEP performance data. The research department works closely with NCES—and member districts—on the release of TUDA results. The 2017 results will be released next month, and district research teams were in Washington last week to receive advance, embargoed copies of results.

In addition, board materials included a special analysis of NAEP results that examined districts who had relative success overcoming the effects of poverty, language, and discrimination on performance. Staff are working with the Executive Committee to finalize the organization's approach on the final analysis and release of results.

A new NAGB task force, which includes representatives from urban districts, has also met for the first time. Members of this task force were listed in the research section of board materials. Tommy Chang, superintendent of Boston Public Schools and a member of the NAGB advisory group, then shared his thoughts on the group's first discussion. Two representatives from this group will address NAGB twice a year moving forward, and they will attend all meetings of the governing board.

Achievement Task Force

Paul Cruz, Task Force Co-Chair, gave the report of the Achievement Task Force. Cruz described the staff's report on measuring and presenting data on opportunity gaps, and the staff's status report on the balanced literacy pilot in Nashville.

Casserly then called the group's attention to a list of common core implementation resources that the organization had developed over the past several years.

Board materials also included a strategic support team report on special education programming in Cleveland. Casserly indicated that these reviews were in high demand and asked that the membership be patient as the organization worked through all requests.

Finally, materials included information on the annual curriculum and research directors' meeting to be held in Minneapolis this June.

Males of Color Task Force

Michael Hinojosa, Task Force Co-Chair, gave the report for the Males of Color Task Force. Hinojosa reported good participation and attendance at its recent meeting. Discussion included member feedback on new task force goals. The group also reviewed the organization's males of color website, including NAEP data and key performance indicators on black male achievement. Discussion touched on the data that was not currently collected but should be gathered going forward. There was a suggestion to hold a joint session with mayors on black male achievement at the annual fall conference.

Hinojosa thanked the Council for its leadership on this issue, noting that the establishment of the task force has added energy and momentum to the work.

Casserly noted that in January, the Executive Committee discussed expanding data collection on males of color performance indicators to include teachers of color, as well as district strategies in this area.

English Language Learners Task Force

Ashley Paz, Task Force Co-Chair, gave the report of the English Language Learners Task Force. The discussion started with a review of DACA resources available to districts through the Council.

The ELL section of board materials provided an update on the joint procurement project. Paz then reviewed the participating districts and publishers that the project had been working with to date.

Gabriela Uro, the Council's director of language policy, gave further details on the work and described the Council's Professional Learning Platform that would be ready for member use this Spring and fully available for professional development in the 2018-19 school year. The web-based platform of ten courses has over 400 video clips that can be used for professional learning in both math and English language arts.

Casserly underscored that the Council would be releasing information later in the Fall on which publishers had met the organization's materials criteria and which ones had not. The organization expects there to be considerable pushback on the part of some publishers, but that the organization had followed a very meticulous process throughout the initiative.

Leadership, Management, and Governance Task Force

Michael O'Neill, Task Force Co-Chair, gave the report of the Leadership, Management, and Governance Task Force. Materials for the task Force included information on the Casserly Institute and the results of interviews being done by a consultant on how to best move forward with planning and development.

Materials also included:

- A report on the work done by Casserly and a team of facilities experts who travelled to Puerto Rico to assess damage done by Hurricane Maria;
- A draft white paper on procurement practices, which was expected to be finalized by the fall conference in Baltimore;
- A number of recent strategic support team reviews completed by Bob Carlson and his teams; and
- A recent sample district request for information on school start times.

Finally, O'Neill described for the Board of Directors the discussions that the Executive Committee was having about how to better equip school boards with the information and skills they need to effectively lead districts. He described recent discussions with the Harvard Business School about a possible partnership. O'Neill and Casserly welcomed member feedback.

Members asked about whether the organization was looking into other universities or partners. And there were questions about whether the group had investigated current state school board resources. Active discussion followed. Some members reported in-depth state support and training; others pointed to the pressing need for additional support through a program such as this, whether in conjunction with Harvard or another institution.

Finally, one board member pointed out that this training would be useful for all board members (particularly new board members) and requested that the training be open to more than just superintendents and board chairs/vice chairs. The task force agreed to continue discussions.

Finance Task Force

Tom Ahart, Task Force Co-Chair, gave the report of the Finance Task Force. He described the discussion in the Executive Committee meeting about the idea proposed by El Paso Superintendent Juan Cabrera for additional organizational work on operational efficiencies—an initiative aimed at documenting and disseminating best practices across districts. Board members expressed general support for the broad idea.

Strategic Planning

A draft of a new strategic plan was included in board materials. The Executive Committee met in January for a day of discussions as part of the process of developing the draft. The process also included a series of member surveys, the results of which could be found in board materials. Darienne Driver stressed that the draft was still a work in progress but provided an important foundation. The Executive Committee is aiming to consider an

updated draft at its summer meeting in July, and hopefully a final draft for review and a vote at the October conference in Baltimore. Darienne Driver thanked everyone for their participation in this effort.

Audit

Eric Gordon, Secretary/Treasurer, gave the audit report. Board materials included the final audit report for 2016-17. This report was completely clean, with no exceptions or findings. Gordon called the group's attention to three adjustments to the audit: a credit of \$5,000 for the Green Garner Award, an increase in the budget to allow for doubtful accounts, and a credit for rent and other donated resources in connection with the headquarters office move last year.

The audit section of board materials also included the budget report for first part of the 2017-18 year. This included an update on dues payments. The organization is on track in terms of both expenses and revenues, and is forecasting a balanced budget for the year, with a balance of some \$10 million in its accounts.

Materials also included the proposed budget for 2018-19. Membership dues would rise by 2.2 percent, based on an increase in the consumer price index. The materials provided these new dues for each member city.

Overall, the organization was reported to be in good financial standing, with sufficient savings to cover expenses.

A motion to approve the audit report passed by voice vote.

By-Laws

No report.

Membership

Larry Feldman, Subcommittee Chair, gave the report of the Membership Subcommittee. He started by introducing subcommittee members. The section included a breakdown of the current Council membership. Feldman then informed the group that the organization had received a membership request from Puerto Rico.

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

Meeting Wrap-up

The Executive Committee was then called into session in order to ratify the votes of the Board of Directors.

A motion to ratify the votes of the Board of Directors was approved by voice vote.

In closing, Casserly thanked outgoing Board Chair Darienne Driver for her leadership of the organization over the past year. A standing ovation for Dr. Driver followed.

The Chair adjourned the meeting at 11:35 am.

Respectfully submitted:

Michael Casserly
Executive Director

SUBCOMMITTEE ON BY-LAWS

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on By-Laws

2018-2019

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, New York City Chancellor
Valerie Davis, Fresno School Board
Barbara Jenkins, Orange County Superintendent
Lacey Merica, Omaha School Board
Felton Williams, Long Beach School Board
Darrel Woo, Sacramento School Board

Ex Officio

Larry Feldman, Miami-Dade County School Board

**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

2018-2019

Subcommittee Goal

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

Chair

Michael O'Neill, Boston School Committee

Members

Paul Cruz, Austin Superintendent
Eric Gordon, Cleveland CEO
Guadalupe Guerrero, Portland Superintendent
Michael Hinojosa, Dallas Superintendent
Ashley Paz, Fort Worth School Board
Elisa Snelling, Anchorage School Board
Paula Wright, Duval County School Board

Ex Officio

Larry Feldman, Miami-Dade County School Board

2017-2018 BUDGET

**COMBINED REPORT
GENERAL OPERATIONS
AND
CATEGORICAL PROGRAMS**

**PRELIMINARY TOTALS
FOR
FISCAL YEAR 2017-2018**

ENDING JUNE 30, 2018

THE COUNCIL OF THE GREAT CITY SCHOOLS
PREMILINARY REPORT FOR FY17-18

COMBINED GENERAL OPERATIONS AND CATEGORICAL PROGRAMS

	GENERAL OPERATIONS FY17-18	CATEGORICAL PROGRAMS FY17-18	PRELIMINARY COMBINED TOTAL
REVENUE			
MEMBERSHIP DUES	\$2,839,010.00	\$500.00	\$2,839,510.00
GRANTS AND CONTRACTS	\$0.00	\$681,112.28	\$681,112.28
SPONSOR CONTRIBUTION	\$52,000.00	\$1,179,550.00	\$1,231,550.00
REGISTRATION FEES	\$0.00	\$545,027.50	\$545,027.50
INTEREST AND DIVIDENDS	\$471,044.50	\$0.00	\$471,044.50
ROYALTIES AND OTHER INCOME	\$1,502.73	\$36,755.00	\$38,257.73
TOTAL REVENUE	\$3,363,557.23	\$2,442,944.78	\$5,806,502.01
EXPENSES			
SALARIES & FRINGE BENEFITS	\$2,306,093.32	\$896,938.61	\$3,203,031.93
OTHER INSURANCE	\$17,517.18	\$0.00	\$17,517.18
TRAVEL & MEETINGS	\$71,734.50	\$1,595,773.54	\$1,667,508.04
GENERAL SUPPLIES	\$10,392.64	\$77,743.29	\$88,135.93
SUBSCRIPTION & PUBLICATIONS	\$30,660.17	\$486.45	\$31,146.62
COPYING & PRINTING	\$93,450.80	\$96,519.59	\$189,970.39
OUTSIDE SERVICES	\$619,092.92	\$1,124,895.76	\$1,743,988.68
TELEPHONE	\$26,211.53	\$342.87	\$26,554.40
POSTAGE & SHIPPING	\$10,294.38	\$34,378.98	\$44,673.36
EQUPT LEASE MAINT & DEP	\$100,937.06	\$4,685.92	\$105,622.98
OFFICE RENT & UTILITIES	\$375,762.81	\$0.00	\$375,762.81
ALLOW FOR UNCOLLECTED REVENUE	\$120,000.00	\$0.00	\$120,000.00
EXPENSES ALLOCATED TO PROJECTS	(\$418,590.08)	\$418,590.08	\$0.00
TOTAL OPERATING EXPENSES	\$3,363,557.23	\$4,250,355.09	\$7,613,912.32
REVENUE OVER EXPENSES	\$0.00	(\$1,807,410.31)	(\$1,807,410.31)
ADJUSTMENTS:			
NET ASSETS, BEGINNING OF YEAR	\$7,070,823.29	\$3,275,204.05	\$10,346,027.34
NET GAIN/(LOSS) ON INVESTMENT COMPLETED PROJECTS	\$138,133.00	\$0.00	\$138,133.00
	\$0.00	(\$2,211.11)	\$0.00
NET ASSETS, END OF YEAR	\$7,208,956.29	\$1,465,582.63	\$8,676,750.03

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

STATUS OF MEMBERSHIP DUES AS OF March 26, 2018

DISTRICT	NOT PAID	PAID	Date Rec'd FY17-18		Date Rec'd FY16-17		Date Rec'd FY15-16		Date Rec'd 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	3/26/2018		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	10/11/2017		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		waived		waived		waived		waived
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	10/11/2017		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		8/11/2014
67 Toledo		\$37,868	7/19/2017		1/18/2017		10/22/2015		8/11/2014
68 Tulsa		\$37,868	7/1/2017		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	\$113,604	\$2,839,010							

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

BY FUNCTION

	AUDITED REPORT FY16-17	REVISED BUDGET FY17-18	PRELIMINARY TOTALS FY17-18
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$2,744,018.00	\$2,839,010.00	\$2,839,010.00
GRANTS AND CONTRACTS	15,000.00	0.00	0.00
SPONSOR CONTRIBUTION	46,000.00	52,000.00	52,000.00
REGISTRATION FEES	0.00	0.00	0.00
INTEREST AND DIVIDENDS	258,081.78	415,000.00	471,044.50
ROYALTIES AND OTHER INCOME	3,295.87	0.00	1,502.73
TOTAL REVENUE	\$3,066,395.65	\$3,306,010.00	\$3,363,557.23
GENERAL OPERATING EXPENSES			
ADMIN AND FINANCIAL MANAGEMENT	\$1,266,240.24	\$1,330,043.00	\$1,377,420.33
EXECUTIVE LEADERSHIP	\$525,433.05	792,298.97	569,630.93
FUNDRAISING ACTIVITIES	\$25,331.63	26,000.00	38,389.61
LEGISLATIVE ADVOCACY	\$585,339.34	584,694.41	668,105.66
CURRICULUM & INSTRUCTION	\$54,711.87	60,000.00	64,289.26
PUBLIC ADVOCACY	\$423,109.22	511,053.44	489,763.68
MEMBER MANAGEMENT SERVICES	\$177,230.09	179,412.50	189,071.65
POLICY RESEARCH	\$233,026.13	614,507.68	385,476.18
INDIRECT EXPENSES FROM PROJECTS	(\$469,357.63)	(612,154.00)	(418,590.08)
TOTAL OPERATING EXPENSES	\$2,821,063.94	\$3,485,856.00	\$3,363,557.23
REVENUE OVER EXPENSES	\$245,331.71	(\$179,846.00)	\$0.00
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$9,997,891.52		\$10,346,027.34
CATEGORICAL PROG NET REVENUE	(\$471,840.59)		(\$1,807,410.31)
NET GAIN/(LOSS) ON INVESTMENT	\$574,644.70		\$138,133.00
LOSS ON RETURN OF GRANT FUNDS	\$0.00		\$0.00
ENDING BALANCE	\$10,346,027.34		\$8,676,750.03

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

BY EXPENSE LINE

	AUDITED REPORT FY16-17	REVISED BUDGET FY17-18	PRELIMINARY TOTALS FY17-18
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$2,744,018.00	\$2,839,010.00	\$2,839,010.00
GRANTS AND CONTRACTS	15,000.00	0.00	0.00
SPONSOR CONTRIBUTION	46,000.00	52,000.00	52,000.00
REGISTRATION FEES	0.00	0.00	0.00
INTEREST AND DIVIDENDS	258,081.78	415,000.00	471,044.50
ROYALTIES AND OTHER INCOME	3,295.87	0.00	1,502.73
TOTAL REVENUE	\$3,066,395.65	\$3,306,010.00	\$3,363,557.23
GENERAL OPERATING EXPENSES			
SALARIES & FRINGE BENEFITS	\$1,992,880.10	\$2,655,012.00	\$2,306,093.32
OTHER INSURANCE	21,012.40	22,500.00	\$17,517.18
TRAVEL & MEETINGS	66,040.64	70,000.00	\$71,734.50
GENERAL SUPPLIES	8,976.55	15,000.00	\$10,392.64
SUBSCRIPTION & PUBLICATIONS	30,863.91	30,000.00	\$30,660.17
COPYING & PRINTING	107,020.80	125,000.00	\$93,450.80
OUTSIDE SERVICES	504,168.71	523,510.00	\$619,092.92
TELEPHONE	30,953.52	25,000.00	\$26,211.53
POSTAGE & SHIPPING	4,128.70	8,000.00	\$10,294.38
EQPT LEASE MAINT & DEPRECIATION	91,123.60	135,546.00	\$100,937.06
OFFICE RENT & UTILITIES	313,252.64	368,442.00	\$375,762.81
ALLO FOR UNCOLLECTED REVENUE	120,000.00	120,000.00	\$120,000.00
INDIRECT EXPENSES FROM PROJECTS	(469,357.63)	(612,154.00)	(\$418,590.08)
TOTAL OPERATING EXPENSES	\$2,821,063.94	\$3,485,856.00	\$3,363,557.23
REVENUE OVER EXPENSES	\$245,331.71	(\$179,846.00)	\$0.00
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$9,997,891.52		\$10,346,027.34
CATEGORICAL PROG NET REVENUE	(\$471,840.59)		(\$1,807,410.31)
NET (GAIN)/LOSS ON INVESTMENT	\$574,644.70		\$138,133.00
LOSS ON RETURN OF GRANT FUNDS	\$0.00		\$0.00
ENDING BALANCE	\$10,346,027.34		\$8,676,750.03

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2016-17
 AUDITED TOTALS FOR FISCAL YEAR ENDING June 30, 2017

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	AUDITED TOTALS (7/1/16-6/30/17)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$456,916.89	\$401,983.33	\$24,596.39	\$427,379.59	\$0.00	\$302,014.72	\$167,633.92	\$212,355.26	\$1,992,880.10
OTHER INSURANCE	21,012.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,012.40
TRAVEL & MEETINGS	\$5,481.28	38,235.68	0.00	2,421.38	0.00	772.06	8,503.41	10,626.83	66,040.64
GENERAL SUPPLIES	8,927.55	0.00	0.00	0.00	0.00	49.00	0.00	0.00	8,976.55
SUBSCRIPTION & PUBLICATIONS	5,672.12	1,599.00	0.00	11,655.28	0.00	7,772.54	0.00	4,164.97	30,863.91
COPYING & PRINTING	260.25	11,184.50	0.00	0.00	484.95	90,252.95	0.00	4,838.15	107,020.80
OUTSIDE SERVICES	215,936.05	68,569.87	735.24	141,964.87	54,226.92	22,340.00	0.00	395.76	504,168.71
TELEPHONE	24,919.35	2,973.04	0.00	1,733.69	0.00	(311.63)	1,092.76	546.31	30,953.52
POSTAGE & SHIPPING	2,738.11	887.63	0.00	184.53	0.00	219.58	0.00	98.85	4,128.70
EQPT LEASE MAINT & DEP	91,123.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	91,123.60
OFFICE RENT & UTILITIES	313,252.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	313,252.64
ALLO FOR UNCOLLECTED REVENUE	120,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00
INDIRECT EXPENSES FROM PROJECTS	(469,357.63)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(469,357.63)
TOTAL OPERATING EXPENSES	<u>\$796,882.61</u> \$469,357.63	<u>\$525,433.05</u>	<u>\$25,331.63</u>	<u>\$585,339.34</u>	<u>\$54,711.87</u>	<u>\$423,109.22</u>	<u>\$177,230.09</u>	<u>\$233,026.13</u>	\$2,821,063.94
	<u>\$1,266,240.24</u>								

(07/03/18)
(4TH QTR REPORT)

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

	FINANCE & ADMIN (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE ADVOCACY (13)	CURRICULUM & INSTRUCTION (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	RESEARCH ADVOCACY (17)	ONE YEAR TOTAL
GENERAL OPERATING EXPENSES									
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	<u>(612,154.00)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(612,154.00)</u>
TOTAL OPERATING EXPENSES	<u>\$717,889.00</u>	<u>\$792,298.97</u>	<u>\$26,000.00</u>	<u>\$584,694.41</u>	<u>\$60,000.00</u>	<u>\$511,053.44</u>	<u>\$179,412.50</u>	<u>\$614,507.68</u>	<u>\$3,485,856.00</u>
	\$612,154.00								
	\$1,330,043.00								

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2017-18
 EXPENSES FOR TWELVE MONTHS ENDING June 30, 2018

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	ONE YEAR TOTAL (7/1/17-6/30/18)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$491,306.63	\$345,075.58	\$27,857.10	\$521,626.96	\$0.00	\$370,174.67	\$183,971.78	\$366,080.59	\$2,306,093.32
OTHER INSURANCE	17,517.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,517.18
TRAVEL & MEETINGS	\$1,888.30	42,530.00	0.00	6,561.47	0.00	3,028.13	3,966.49	13,760.11	71,734.50
GENERAL SUPPLIES	10,392.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,392.64
SUBSCRIPTION & PUBLICATIONS	8,600.29	1,198.00	0.00	14,077.12	230.66	2,637.16	0.00	3,916.94	30,660.17
COPYING & PRINTING	722.01	622.50	0.00	0.00	214.30	91,466.99	0.00	425.00	93,450.80
OUTSIDE SERVICES	227,883.03	173,825.05	10,532.51	122,933.03	63,844.30	20,075.00	0.00	0.00	619,092.92
TELEPHONE	18,167.77	3,664.06	0.00	2,172.84	0.00	616.12	1,023.76	566.98	26,211.53
POSTAGE & SHIPPING	4,242.61	2,715.74	0.00	734.24	0.00	1,765.61	109.62	726.56	10,294.38
EQPT LEASE MAINT & DEP	100,937.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100,937.06
OFFICE RENT & UTILITIES	375,762.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375,762.81
ALLO FOR UNCOLLECTED REVENUE	120,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00
INDIRECT EXPENSES FROM PROJECTS	(418,590.08)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(418,590.08)
TOTAL OPERATING EXPENSES	<u>\$958,830.25</u>	<u>\$569,630.93</u>	<u>\$38,389.61</u>	<u>\$668,105.66</u>	<u>\$64,289.26</u>	<u>\$489,763.68</u>	<u>\$189,071.65</u>	<u>\$385,476.18</u>	<u>\$3,363,557.23</u>
	\$418,590.08								
	<u>\$1,377,420.33</u>								

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**

**PRELIMINARY TOTALS
FOR
FISCAL YEAR 2017-2018**

ENDING JUNE 30, 2018

THE COUNCIL OF THE GREAT CITY SCHOOLS
REVENUE AND EXPENSE REPORT
TWELVE MONTHS ENDING JUNE 30, 2018

CATEGORICAL PROJECTS
PAGE 1 OF 2

	MEETINGS AND CONFERENCES (20)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	NAGB TUDA CONTRACT (33)	HELMSLEY GRANT (34)	SCHUSTERMAN GRANT (38)	URBAN DEANS NETWK (40)
OPERATING REVENUE									
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00
GRANTS & CONTRACTS	0.00	432,654.50	0.00	0.00	0.00	134,140.78	0.00	0.00	0.00
SPONSOR CONTRIBUTION	1,179,250.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REGISTRATION FEES	545,027.50	0.00	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	0.00
ROYALTIES AND OTHER INCOME	0.00	0.00	0.00	36,755.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUE	\$1,724,277.50	\$432,654.50	\$0.00	\$36,755.00	\$0.00	\$134,140.78	\$0.00	\$0.00	\$500.00
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$125,442.25	\$0.00	\$0.00	\$0.00	\$150,072.09	\$5,658.22	\$150,046.09	\$109,069.39	\$3,885.82
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL AND MEETING EXPENSES	1,199,249.50	44,153.62	0.00	0.00	56,049.94	6,707.64	70,674.32	64,239.29	0.00
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	450.00	9,840.64	67,452.65	0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
COPYING & PRINTING	89,008.09	0.00	0.00	0.00	969.62	250.00	0.00	0.00	0.00
OUTSIDE SERVICES	195,867.13	257,008.04	25,000.00	0.00	58,120.36	0.00	128,169.34	218,958.66	2,527.51
TELEPHONE	72.69	0.00	0.00	0.00	32.88	0.00	0.00	0.00	4.35
POSTAGE & SHIPPING	33,830.81	0.00	0.00	0.00	0.00	100.00	0.00	0.00	448.17
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	4,685.92	0.00	0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSES ALLOCATED TO PROJECTS	80,807.03	101,492.84	2,500.00	0.00	39,786.73	2,725.33	36,341.63	50,280.01	0.00
TOTAL PROJECT EXPENSES	\$1,724,277.50	\$402,654.50	\$27,500.00	\$0.00	\$305,031.62	\$15,891.19	\$399,757.94	\$510,000.00	\$6,865.85
REVENUE OVER EXPENSES	\$0.00	\$30,000.00	(\$27,500.00)	\$36,755.00	(\$305,031.62)	\$118,249.59	(\$399,757.94)	(\$510,000.00)	(\$6,365.85)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$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	\$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	\$8,401.78
ENDING BALANCE 06/30/18	\$619,756.43	(\$119,449.53)	\$82,401.03	\$17,122.92	\$263,966.25	\$118,249.59	(\$65,105.40)	\$0.00	\$2,035.93

THE COUNCIL OF THE GREAT CITY SCHOOLS
REVENUE AND EXPENSE REPORT
TWELVE MONTHS ENDING JUNE 30, 2018

CATEGORICAL PROJECTS
PAGE 2 OF 2

	S Schwartz Urban Impact Award (41)	GATES FOUNDATION CCSS Implem (49)	WALLACE FOUNDATION Principal Supvrs (55)	WALLACE FOUNDATION ESSA (56)	UNIVERSITY OF CHICAGO GRANT (60)	DISASTER RELIEF GRANT (77)	PROFESSIONAL LEARNING PLATFORM (78)	COLLEGE BOARD GRANT (86)	ONE YEAR TOTAL (7/1/17-06/30/18)
OPERATING REVENUE									
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00
GRANTS & CONTRACTS	0.00	0.00	0.00	0.00	9,317.00	50,000.00	55,000.00	0.00	\$681,112.28
SPONSOR CONTRIBUTION	300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$1,179,550.00
REGISTRATION FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$545,027.50
INTEREST	0.00	0.00	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	0.00	0.00	\$36,755.00
TOTAL REVENUE	\$300.00	\$0.00	\$0.00	\$0.00	\$9,317.00	\$50,000.00	\$55,000.00	\$0.00	\$2,442,944.78
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$0.00	\$109,853.32	\$68,445.78	\$96,330.74	\$3,029.53	\$0.00	\$0.00	\$75,105.38	\$896,938.61
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
TRAVEL AND MEETING EXPENSES	0.00	110,946.15	3,344.39	2,786.68	0.00	37622.01	0.00	0.00	\$1,595,773.54
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$77,743.29
DUES, SUBSCR & PUBLICATION	0.00	486.45	0.00	0.00	0.00	0.00	0.00	0.00	\$486.45
COPYING & PRINTING	0.00	6,291.88	0.00	0.00	0.00	0.00	0.00	0.00	\$96,519.59
OUTSIDE SERVICES	0.00	31,934.04	1,211.02	131,948.12	3,975.44	0.00	5176.10	65,000.00	\$1,124,895.76
TELEPHONE	0.00	232.95	0.00	0.00	0.00	0.00	0.00	0.00	\$342.87
POSTAGE & SHIPPING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$34,378.98
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$4,685.92
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
EXPENSES ALLOCATED TO PROJECTS	0.00	38,961.72	10,950.18	34,659.83	2,312.03	3,762.20	0.00	14,010.54	\$418,590.08
TOTAL PROJECT EXPENSES	\$0.00	\$298,706.51	\$83,951.37	\$265,725.37	\$9,317.00	\$41,384.21	\$5,176.10	\$154,115.92	\$4,250,355.09
REVENUE OVER EXPENSES	\$300.00	(\$298,706.51)	(\$83,951.37)	(\$265,725.37)	\$0.00	\$8,615.79	\$49,823.90	(\$154,115.92)	(\$1,807,410.31)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	(\$2,211.11)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$2,211.11)
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/17	\$21,989.50	\$300,917.62	\$278,725.59	\$290,943.30	\$0.00	\$0.00	\$0.00	\$400,000.00	\$3,275,204.05
ENDING BALANCE 06/30/18	\$22,289.50	\$0.00	\$194,774.22	\$25,217.93	\$0.00	\$8,615.79	\$49,823.90	\$245,884.08	\$1,465,582.63

2018-2019 BUDGET

GENERAL OPERATING BUDGET

FOR

FISCAL YEAR 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 DUES	WITH 2.2% INCREASE 2018-2019 DUES
Largest city in the state 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

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

STATUS OF MEMBERSHIP DUES AS OF October 16, 2018

DISTRICT	NOT PAID	PAID	Date Rec'd FY18-19		Date Rec'd FY17-18		Date Rec'd FY16-17		Date Rec'd FY15-16		Date Rec'd FY14-15
1 Albuquerque		\$44,228	6/19/2018	***	6/19/2017	***	6/22/2016		8/20/2015		7/21/2014
2 Anchorage		\$38,701	6/29/2018	***	7/19/2017		8/1/2016	***	6/8/2015	***	6/3/2014
3 Arlington		\$44,228	7/9/2018		12/4/2017		2/7/2017		9/8/2015		NEW
4 Atlanta		\$38,701	10/1/2018		3/26/2018		8/1/2016		8/4/2015		8/11/2014
5 Aurora (Colorado)		\$38,701	6/29/2018	***	not a member						
6 Austin		\$44,228	9/5/2018		7/26/2017		6/30/2016	***	10/22/2015		3/2/2015
7 Baltimore		\$44,228	9/24/2018		8/14/2017		11/1/2016		8/24/2015		7/23/2014
8 Birmingham		\$38,701	9/5/2018		7/31/2017		7/28/2016		6/10/2015	***	6/30/2014
9 Boston		\$44,228	10/16/2018		10/30/2017		8/2/2016		7/5/2015		8/11/2014
10 Bridgeport	\$21,419				8/28/2017		8/18/2016		8/20/2015		6/26/2014
11 Broward County		\$57,128	10/9/2018		10/11/2017		2/21/2017		3/8/2016		9/23/2014
12 Buffalo		\$38,701	7/30/2018		8/22/2017		8/18/2016		9/9/2015		8/18/2014
13 Charleston County		\$38,701	8/27/2018		did not pay		did not pay		5/27/2016		5/7/2015
14 Charlotte-Mecklenburg		\$49,755	6/29/2018	***	6/27/2017	***	6/21/2016	***	6/8/2015	***	6/13/2014
15 Chicago	\$57,128				2/9/2018		4/18/2017		5/16/2016		2/17/2015
16 Cincinnati		\$38,701	7/23/2018		11/1/2017		3/6/2017		12/7/2015		2/10/2015
17 Clark County		\$57,128	8/7/2018		7/24/2017		8/24/2016		9/17/2015		7/31/2014
18 Cleveland		\$38,701	8/13/2018		1/12/2018		10/14/2016		7/21/2015		6/30/2014
19 Columbus		\$38,701	7/30/2018		8/10/2017		8/18/2016		7/24/2015		8/29/2014
20 Dallas		\$49,755	6/29/2018	***	6/30/2017	***	6/30/2016	***	5/3/2016		7/21/2014
21 Dayton		\$38,701	10/16/2018		12/11/2017		8/11/2016		7/15/2016		9/18/2014
22 Denver		\$44,228	8/7/2018		10/30/2017		9/7/2016		7/13/2015		8/4/2014
23 Des Moines*		\$31,269	6/12/2018	***	6/29/2017	***	7/12/2016		10/27/2015		6/17/2014
24 Detroit		\$38,701	8/6/2018		3/1/2018		2/13/2017		did not pay		11/21/2014
25 Duval County		\$49,755	10/9/2018		8/22/2017		8/29/2016		8/20/2015		8/4/2014
26 El Paso		\$44,228	9/10/2011		8/7/2017		1/24/2017		8/6/2015		2/17/2015
27 Fort Worth		\$44,228	9/26/2018		1/3/2018		8/1/2016		7/31/2015		2/25/2015
28 Fresno		\$44,228	8/8/2018		8/7/2017		9/20/2016		7/14/2015		9/3/2014
29 Greensboro(Guilford Cty)		\$44,228	7/27/2018		8/24/2017		9/13/2016		11/5/2015		10/3/2014
30 Hawaii		\$49,755	9/18/2018		7/19/2017		6/21/2016	***	7/6/2015		11/25/2014
31 Hillsborough County (Tampa)		\$57,128	10/16/2018		11/3/2017		1/24/2017		8/4/2015		7/23/2014
32 Houston		\$57,128	10/2/2018		8/14/2017		8/2/2016		6/5/2015	***	7/7/2014
33 Indianapolis		\$38,701	8/23/2018		9/12/2017		8/1/2016		1/12/2016		7/7/2014
34 Jackson. MS		\$38,701	8/8/2018		8/14/2017		12/21/2016		2/24/2016		8/11/2014
35 Jefferson County		\$44,228	8/9/2018		8/1/2017		8/23/2016		8/7/2015		8/4/2014
36 Kansas City, MO		\$38,701	10/1/2018		11/27/2017		8/18/2016		7/28/2015		9/15/2014
37 Long Beach		\$44,228	7/24/2018		7/31/2017		7/12/2016		8/25/2015		8/11/2014
38 Los Angeles		\$57,128	8/16/2018		1/29/2017		8/10/2016		3/2/2016		8/8/2014
39 Miami-Dade County		\$57,128	7/30/2018		8/8/2017		8/18/2016		7/28/2015		8/4/2014
40 Milwaukee		\$44,228	7/6/2018		6/19/2017	***	6/15/2016	***	6/3/2015	***	6/23/2014
41 Minneapolis		\$38,701	8/3/2018		8/1/2017		8/1/2016		3/15/2016		9/18/2014
42 Nashville		\$44,228	7/24/2018		8/1/2017		8/4/2016		8/4/2015		7/23/2014
43 New Orleans	\$38,701		Waived		Waived		Waived		Waived		Waived
44 New York City		\$57,128	9/26/2018		9/22/2017		8/19/2016		1/19/2016		10/1/2014
45 Newark	\$38,701				did not pay		did not pay		3/8/2016		2/6/2015
46 Norfolk		\$38,701	6/25/2018	***	7/24/2017		8/29/2016		2/17/2016		9/15/2014
47 Oakland	\$38,701				10/16/2017		7/12/2016		7/28/2015		6/19/2014
48 Oklahoma City		\$38,701	8/28/2018		8/8/2017		8/18/2016		8/20/2015		8/12/2014
49 Omaha		\$38,701	6/12/2018	***	6/14/2017	***	6/15/2016	***	6/5/2015	***	6/20/2014
50 Orange County, FL		\$49,755	7/20/2018		12/11/2017		6/7/2016	***	5/20/2015	***	6/2/2014
51 Palm Beach County		\$49,755	7/27/2018		7/10/2017		7/18/2016		7/21/2015		2/10/2015
52 Philadelphia		\$49,755	7/19/2018		10/11/2017		4/4/2017		9/17/2015		2/12/2015
53 Pinellas County		\$49,755	8/17/2018		7/24/2017		7/22/2016		3/2/2016		
54 Pittsburgh		\$38,701	7/13/2018		6/27/2017	***	7/12/2016		6/8/2015	***	7/11/2014
55 Portland		\$38,701	8/2/2018		7/24/2017		7/18/2016		7/20/2015		6/20/2014
56 Providence*		\$31,269	10/1/2028		2/2/2018		3/28/2017		8/20/2015		1/21/2015
57 Puerto Rico	\$31,269		Waived		not a member						
58 Richmond		\$38,701	9/24/2018		7/31/2017		3/10/2017		4/26/2016		6/11/2014
59 Rochester		\$38,701	9/24/2018		6/30/2017	***	7/22/2016		6/16/2015	***	6/11/2014
60 St. Louis		\$38,701	8/13/2018		6/27/2017	***	6/29/2016	***	7/28/2015		8/11/2014
61 St. Paul		\$38,701	7/23/2018		7/14/2017		7/28/2016		6/30/2015	***	7/3/2014
62 Sacramento		\$38,701	9/17/2018		9/21/2017		7/15/2016		6/3/2015	***	8/1/2014
63 San Antonio		\$38,701	8/3/2018		12/5/2017		1/18/2017		8/17/2015		NEW
64 San Diego		\$49,755	7/20/2018		7/24/2017		7/18/2016		8/20/2015		8/1/2014
65 San Francisco		\$44,228	7/30/2018		8/14/2017		8/2/2016		8/20/2015		7/31/2014
66 Santa Ana		\$38,701	8/27/2018		11/20/2017		did not pay		did not pay		8/11/2014
67 Seattle		\$38,701	6/19/2018	***	6/27/2017	***	7/12/2016		8/3/2015		7/23/2014
68 Shelby County		\$49,755	8/3/2018		8/14/2017		8/11/2016		9/25/2015		8/11/2014
69 Stockton, CA		\$38,701	10/9/2018		not a member						
70 Toledo		\$38,701	7/19/2018		7/19/2017		1/18/2017		10/22/2015		8/11/2014
71 Toronto	\$45,000				not a member						
72 Tulsa		\$38,701	7/18/2018		7/1/2017		7/11/2016		2/18/2016		not a member
73 Washington, D.C.		\$38,701	6/25/2018	***	6/30/2017	***	2/7/2017		8/4/2015		7/23/2014
74 Wichita		\$38,701	6/25/2018	***	6/27/2017	***	6/30/2016	***	6/16/2015	***	6/17/2014
Total	\$270,919	\$2,900,537			11	12	9		13		14

THE COUNCIL OF THE GREAT CITY SCHOOLS
GENERAL OPERATING BUDGET
FOR FY 2018-19

BY FUNCTION

	AUDITED REPORT FY16-17	PRELIMINARY TOTAL FY17-18	APPROVED BUDGET FY18-19	ESTIMATED 1ST QTR TOTALS 7/1/18 - 9/30/18	
GENERAL OPERATING REVENUE					
MEMBERSHIP DUES	\$2,744,018	\$2,839,010	\$2,911,532	\$2,900,537	100%
GRANTS AND CONTRACTS	\$15,000	\$0	\$0	\$0	
SPONSOR CONTRIBUTION	\$46,000	\$52,000	\$50,000	\$21,000	42%
REGISTRATION FEES	\$0	\$0	\$0	\$0	
INTEREST AND DIVIDENDS	\$258,082	\$471,045	\$415,000	\$183,983	44%
ROYALTIES AND OTHER INCOME	\$3,296	\$1,503	\$0	\$0	
TOTAL REVENUE	\$3,066,396	\$3,363,557	\$3,376,532	\$3,105,520	92%
GENERAL OPERATING EXPENSES					
ADMIN AND FINANCIAL MANAGEMENT	\$1,266,240	\$1,377,420	\$1,440,740	\$348,024	24%
EXECUTIVE LEADERSHIP	\$525,433	\$569,631	\$756,595	\$114,756	15%
FUNDRAISING ACTIVITIES	\$25,332	\$38,390	\$26,000	\$13,440	52%
LEGISLATIVE ADVOCACY	\$585,339	\$668,106	\$603,145	\$214,908	36%
CURRICULUM & INSTRUCTION	\$54,712	\$64,289	\$60,000	\$22,258	37%
PUBLIC ADVOCACY	\$423,109	\$489,764	\$521,365	\$109,495	21%
MEMBER MANAGEMENT SERVICES	\$177,230	\$189,072	\$183,889	\$54,240	29%
POLICY RESEARCH	\$233,026	\$385,476	\$712,140	\$66,819	9%
EXPENSES ALLOCATED TO PROJECTS	(\$469,358)	(\$418,590)	(\$407,592)	(\$163,010)	40%
TOTAL OPERATING EXPENSES	\$2,821,064	\$3,363,557	\$3,896,282	\$780,929	20%
REVENUE OVER EXPENSES	\$245,332	\$0	(\$519,750)	\$2,324,590	
ADJUSTMENTS:					
OPERATIONS CARRYOVER BALANCE	\$9,997,892	\$10,346,027	\$8,676,750		
CATEGORICAL PROG NET REVENUE	(\$471,841)	(\$1,807,410)			
NET GAIN/(LOSS) ON INVESTMENT	\$574,645	\$138,133			
ENDING BALANCE	\$10,346,027	\$8,676,750	\$8,157,000		

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2018-19

BY EXPENSE LINE

	AUDITED REPORT FY16-17	PRELIMINARY TOTALS FY17-18	APPROVED BUDGET FY18-19	ESTIMATED 1ST QTR TOTALS 7/1/18- 9/30/18	
GENERAL OPERATING REVENUE					
MEMBERSHIP DUES	\$2,744,018	\$2,839,010	\$2,911,532	\$2,900,537	100%
GRANTS AND CONTRACTS	\$15,000	\$0	\$0	\$0	
SPONSOR CONTRIBUTION	\$46,000	\$52,000	\$50,000	\$21,000	42%
REGISTRATION FEES	\$0	\$0	\$0	\$0	
INTEREST AND DIVIDENDS	\$258,082	\$471,045	\$415,000	\$183,983	44%
ROYALTIES AND OTHER INCOME	\$3,296	\$1,503	\$0	\$0	
TOTAL REVENUE	\$3,066,396	\$3,363,557	\$3,376,532	\$3,105,520	92%
GENERAL OPERATING EXPENSES					
SALARIES & FRINGE BENEFITS	\$1,992,880	\$2,306,093	\$2,827,990	\$616,516	22%
OTHER INSURANCE	\$21,012	\$17,517	\$22,500	\$8,799	39%
TRAVEL & MEETINGS	\$66,041	\$71,735	\$70,000	\$5,099	7%
GENERAL SUPPLIES	\$8,977	\$10,393	\$15,000	\$5,177	35%
SUBSCRIPTION & PUBLICATIONS	\$30,864	\$30,660	\$30,000	\$12,045	40%
COPYING & PRINTING	\$107,021	\$93,451	\$125,000	\$25,388	20%
OUTSIDE SERVICES	\$504,169	\$619,093	\$542,510	\$97,864	18%
TELEPHONE	\$30,954	\$26,212	\$25,000	\$5,522	22%
POSTAGE & SHIPPING	\$4,129	\$10,294	\$10,000	\$3,614	36%
EQPT LEASE MAINT & DEP	\$91,124	\$100,937	\$138,257	\$37,143	27%
OFFICE RENT & UTILITIES	\$313,253	\$375,763	\$377,617	\$96,770	26%
ALLO FOR UNCOLLECTED REVENUE	\$120,000	\$120,000	\$120,000	\$30,000	25%
EXPENSES ALLOCATED TO PROJECTS	(\$469,358)	(\$418,590)	(\$407,592)	(\$163,010)	40%
TOTAL OPERATING EXPENSES	\$2,821,064	\$3,363,557	\$3,896,282	\$780,929	20%
REVENUE OVER EXPENSES	\$245,332	\$0	(\$519,750)	\$2,324,590	
ADJUSTMENTS:					
OPERATIONS CARRYOVER BALANCE	\$9,997,892	\$10,346,027	\$8,676,750		
CATEGORICAL PROG NET REVENUE	(\$471,841)	(\$1,807,410)			
NET GAIN/(LOSS) ON INVESTMENT	\$574,645	\$138,133			
ENDING BALANCE	\$10,346,027	\$8,676,750	\$8,157,000		

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2018-19
 ESTIMATED EXPENSES FOR QUARTER ENDING SEPTEMBER 30, 2018

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	ESTIMATED 1ST QUARTER TOTAL (7/1/17-9/30/18)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$ 133,327.61	\$ 104,833.00	\$ 13,439.94	\$ 172,679.72	\$ -	\$ 80,066.86	\$ 54,062.32	\$ 58,106.99	\$ 616,516.43
OTHER INSURANCE	\$ 8,798.78	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,798.78
TRAVEL & MEETINGS	\$ 120.65	\$ 2,476.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,501.57	\$ 5,098.99
GENERAL SUPPLIES	\$ 3,828.40	\$ -	\$ -	\$ -	\$ -	\$ 1,348.21	\$ -	\$ -	\$ 5,176.61
SUBSCRIPTION & PUBLICATIONS	\$ 1,839.39	\$ 1,000.00	\$ -	\$ 1,731.93	\$ -	\$ 1,840.93	\$ -	\$ 5,633.22	\$ 12,045.47
COPYING & PRINTING	\$ 590.00	\$ -	\$ -	\$ -	\$ -	\$ 24,373.40	\$ -	\$ 425.00	\$ 25,388.40
OUTSIDE SERVICES	\$ 31,011.30	\$ 4,028.39	\$ -	\$ 39,831.95	\$ 22,257.55	\$ 735.00	\$ -	\$ -	\$ 97,864.19
TELEPHONE	\$ 3,294.80	\$ 1,449.05	\$ -	\$ 351.21	\$ -	\$ 125.02	\$ 177.28	\$ 125.02	\$ 5,522.38
POSTAGE & SHIPPING	\$ 1,299.68	\$ 968.81	\$ -	\$ 313.00	\$ -	\$ 1,005.29	\$ -	\$ 27.26	\$ 3,614.04
EQPT LEASE MAINT & DEP	\$ 37,143.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,143.33
OFFICE RENT & UTILITIES	\$ 96,770.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,770.10
ALLO FOR UNCOLLECTED REVENUE	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00
INDIRECT EXPENSES FROM PROJECTS	\$ (163,009.59)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (163,009.59)
TOTAL OPERATING EXPENSES	\$ 185,014.45	\$ 114,756.02	\$ 13,439.94	\$ 214,907.81	\$ 22,257.55	\$ 109,494.71	\$ 54,239.60	\$ 66,819.06	\$ 780,929.13
	\$ 163,009.59								
	\$ 348,024.04								

**CATEGORICAL PROJECTS
BUDGET REPORT**

FOR

FISCAL YEAR 2018-19

1ST QUARTER

ENDING SEPTEMBER 30, 2018

THE COUNCIL OF THE GREAT CITY SCHOOLS
REVENUE AND EXPENSE REPORT
FIRST QUARTER ENDING SEPTEMBER 30, 2018

CATEGORICAL PROJECTS
Page 1 of 2

	MEETINGS AND CONFERENCES (20)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	KELLOG SAP GRANT (25)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	NAGB TUDA CONTRACT (33)	HELMSLEY GRANT (34)	URBAN DEANS NETWK (40)
OPERATING REVENUE									
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00
GRANTS & CONTRACTS	0.00	187,121.37	0.00	669,061.00	0.00	0.00	0.00	0.00	0.00
SPONSOR CONTRIBUTION	578,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REGISTRATION FEES	307,600.00	0.00	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	0.00
ROYALTIES/SUBSC & OTHER INCOME	0.00	0.00	0.00	0.00	28,629.52	0.00	0.00	0.00	0.00
TOTAL REVENUE	\$885,600.00	\$187,121.37	\$0.00	\$669,061.00	\$28,629.52	\$0.00	\$0.00	\$0.00	\$1,500.00
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$30,088.88	\$0.00	\$0.00	\$0.00	\$0.00	\$123,180.07	\$16,989.35	(\$65,105.40)	\$0.00
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL AND MEETING EXPENSES	353,358.45	4,012.66	0.00	0.00	1,109.16	2,850.08	0.00	0.00	0.00
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	650.00	0.00	0.00
COPYING & PRINTING	3,052.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OUTSIDE SERVICES	63,714.19	49,206.17	0.00	0.00	0.00	14,846.27	7,195.00	0.00	1,305.43
TELEPHONE	15.33	0.00	0.00	0.00	0.00	15.21	0.00	0.00	0.00
POSTAGE & SHIPPING	2,832.51	0.00	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	0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSES ALLOCATED TO PROJECTS	113,265.49	14,453.01	0.00	0.00	166.37	21,133.75	5,140.71	0.00	0.00
TOTAL PROJECT EXPENSES	\$566,327.45	\$67,671.84	\$0.00	\$0.00	\$1,275.53	\$162,025.38	\$29,975.06	(\$65,105.40)	\$1,305.43
REVENUE OVER EXPENSES	\$319,272.55	\$119,449.53	\$0.00	\$669,061.00	\$27,353.99	(\$162,025.38)	(\$29,975.06)	\$65,105.40	\$194.57
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/18	\$619,756.43	(\$119,449.53)	\$82,401.03	\$0.00	\$17,122.92	\$263,966.25	\$118,249.59	(\$65,105.40)	\$2,035.93
ENDING BALANCE 9/30/18	\$939,028.98	\$0.00	\$82,401.03	\$669,061.00	\$44,476.91	\$101,940.87	\$88,274.53	\$0.00	\$2,230.50

THE COUNCIL OF THE GREAT CITY SCHOOLS
REVENUE AND EXPENSE REPORT
FIRST QUARTER ENDING SEPTEMBER 30, 2018

CATEGORICAL PROJECTS
Page 2 of 2

	S Schwartz Urban Impact Award (41)	WALLACE FOUNDATION (55)	WALLACE FOUNDATION GRANT (56)	WALLACE FOUNDATION GRANT (62)	DISASTER RELIEF GRANT (77)	PROFESSIONAL LEARNING PLATFORM (78)	WALLACE ESSA RESEARCH (79)	THE COLLEGE BOARD GRANT (86)	FIRST QTR TOTAL (7/1/18-9/30/18)
OPERATING REVENUE									
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00
GRANTS & CONTRACTS	0.00	0.00	400,000.00	75,000.00	15,000.00	0.00	100,000.00	0.00	\$1,446,182.37
SPONSOR CONTRIBUTION	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$578,000.00
REGISTRATION FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$307,600.00
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
ROYALTIES/SUBSC & OTHER INCOME	0.00	0.00	0.00	0.00	0.00	15,750.00	0.00	0.00	\$44,379.52
TOTAL REVENUE	\$0.00	\$0.00	\$400,000.00	\$75,000.00	\$15,000.00	\$15,750.00	\$100,000.00	\$0.00	\$2,377,661.89
OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$0.00	\$20,813.34	\$12,407.10	\$12,739.60	\$0.00	\$0.00	\$3,091.81	\$12,010.65	\$166,215.40
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
TRAVEL AND MEETING EXPENSES	0.00	482.19	0.00	0.00	0.00	0.00	0.00	0.00	\$361,812.54
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	480.00	0.00	0.00	\$1,130.00
COPYING & PRINTING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$3,052.60
OUTSIDE SERVICES	0.00	1,091.00	369.57	0.00	0.00	0.00	0.00	0.00	\$137,727.63
TELEPHONE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$30.54
POSTAGE & SHIPPING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$2,832.51
EQPT LEASE MAINT & DEP	0.00	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	\$0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
EXPENSES ALLOCATED TO PROJECTS	0.00	3,357.98	1,916.50	1,910.94	0.00	0.00	463.77	1,201.07	\$163,009.59
TOTAL PROJECT EXPENSES	\$0.00	\$25,744.51	\$14,693.17	\$14,650.54	\$0.00	\$480.00	\$3,555.58	\$13,211.72	\$835,810.81
REVENUE OVER EXPENSES	\$0.00	(\$25,744.51)	\$385,306.83	\$60,349.46	\$15,000.00	\$15,270.00	\$96,444.42	(\$13,211.72)	\$1,541,851.08
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/18	\$22,289.50	\$194,774.22	\$25,217.93	\$0.00	\$8,615.79	\$49,823.90	\$0.00	\$245,884.08	\$1,465,582.64
ENDING BALANCE 9/30/18	\$22,289.50	\$169,029.71	\$410,524.76	\$60,349.46	\$23,615.79	\$65,093.90	\$96,444.42	\$232,672.36	\$3,007,433.72

INVESTMENT POLICY AND GUIDELINES

Council of The Great City Schools

Statement of Investment Policy and Guidelines

July 15, 2016

Purpose

Council of The Great City Schools (hereafter CGCS) must invest its resources prudently. The following guidelines will define the investment policy and guidelines for CGCS. It will identify a set of investment objectives, guidelines and performance standards. The objectives have been created in response to:

- The anticipated financial needs of CGCS
- CGCS risk tolerance; and
- The need to document and communicate objectives, guidelines, and performance standards

Roles and Responsibilities

The Executive Committee (Audit) is charged with the responsibility of overseeing how Management administers the assets of the organization. The Executive Committee (Audit) shall discharge its duties solely in the interest of the organization, with the care, skill, prudence and diligence under the circumstances then prevailing, and that a prudent man acting in like capacity and familiar with such matters would use in the conduct of an enterprise of a like character with like aims.

The specific responsibilities of the **Committee** include:

1. Projecting the organization's financial needs.
2. Determining the Fund's risk tolerance and investment horizon.
3. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
4. Prudently and diligently selecting qualified investment professionals, including Investment Managers, Investment Consultants, and Custodians.
5. Regularly evaluating the performance of the portfolio.
6. Regularly reporting to the Board of Directors on the investment performance and financial condition of the portfolio.

An **Investment Advisor/Consultant** may be retained to assist in managing the overall investment process and to help the Committee satisfy its fiduciary responsibility. Specific responsibilities of the Investment Advisor/Consultant include:

1. Assisting in the development and periodic review of the organization’s investment policy.
2. Providing “due diligence”, or research, on the Investment Manager(s) or Mutual Funds.
3. Monitoring the performance of the portfolio.
4. Communicating matters of policy, manager research, and manager performance to the Executive Committee (Audit).

Investment Objective

The primary goals of the investment policy are the preservation and growth of capital resources and the generation of current income to provide sufficient funds for the payment of CGCS’s obligations and mission-related expenses, administrative expenses, and the growth of CGCS’s financial surplus.

Over the long-term, CGCS’s objective is to optimize its net worth, and increase the capital value of its investment portfolio. In meeting this objective, Management and the Committee seek to achieve a high level of total investment return with a prudent level of portfolio risk.

Asset Allocation

The Executive Committee (Audit) has the responsibility of approving CGCS’s overall investment strategy. CGCS’s strategy will reflect long-term financial goals within the current business and economic climate.

The strategic and tactical bands for the portfolio based on market values are as follows.

<u>Asset Class</u>	<u>Strategic Target (%)</u>	<u>Tactical Range Change (%)</u>
Fixed Income	38.0	20.0 – 60.0
Large Cap Equity	27.0	20.0 – 40.0
Small/Mid Cap Equity	15.0	5.0 – 25.0
International Equity	15.0	10.0 – 30.0
Alternative Investments	3.0	0.0 – 20.0
Cash Equivalents	2.0	0.0 – 20.0

It is Management's responsibility to monitor the overall allocation. It is understood that there may be deviations from the strategic targets as a result of market fluctuations or from short-term timing decisions made by Management.

Any permanent changes to these guidelines must be approved by the Committee.

Investment Guidelines – Allowable Assets

1. Cash Equivalents
 - Treasury Bills
 - Money Market Funds
 - STIF Funds
 - Commercial Paper
 - Banker's Acceptances
 - Repurchase Agreements
 - Certificates of Deposit
2. Fixed Income Securities
 - U.S. Government and Agency Securities
 - Corporate Notes and Bonds
 - Mortgage Backed Bonds
 - Preferred Stock
 - Fixed Income Securities of Foreign Governments and Corporations
 - Planned Amortization Class Collateralized Mortgage Obligations (PAC CMOs) or other "early tranche" CMOs
3. Equity Securities
 - Common Stocks of U.S. Companies
 - American Depository Receipts (ADRs) of Non-U.S. Companies
 - Stocks of Non-U.S. Companies (Ordinary Shares)
 - Convertible Notes and Bonds
 - Convertible Preferred Stocks
4. Alternative Investments
 - Hedge Fund of Funds
 - Managed Futures Funds
 - Commodities Funds
5. Mutual Funds
 - Mutual Funds, which invest in securities as allowed in this statement.

6. Separately Managed Accounts
 - Separately Managed Accounts, which invest in securities as allowed in this statement.
7. Exchange Traded Funds
 - Exchange Traded Funds, which invest in securities as allowed in this statement.

Performance Standards

Performance reports generated by the Investment Advisor/Consultant shall be compiled at least quarterly and communicated to the Executive Committee for review. The investment performance of total portfolios, as well as asset class components, will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals, and guidelines as set forth in this statement. The Executive Committee intends to evaluate the portfolio(s) over at least a three-year period, but reserves the right to terminate or make changes to the portfolio for any reason, including the following:

1. Investment performance, which is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results.
2. Incongruence with any aspect of this statement of investment policy, including the securities guidelines stated above.
3. Any material legal or regulatory actions that may impact the reputation or future performance of the provider.
4. Significant loss or growth of assets under management.
5. Other significant qualitative changes to the investment management organization.

Investment managers (Mutual Funds) shall be reviewed regularly regarding performance, personnel, strategy, research capabilities, organizational and business matters, and other qualitative factors that may impact their ability to achieve the desired investment results.

Investment Policy Review

To assure continued relevance of the guidelines, objectives, and financial status as established in this statement of investment policy, Management plans to review the investment policy with the Investment Advisor/Consultant at least annually. The agenda for these meetings shall include at least:

2. A discussion of the investment strategies.

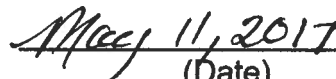
Acceptance Agreement

The Statement of Investment Policy was adopted for the Council of the Great City Schools on June 29, 2006, and amended by the Executive Committee at its meeting on July 15, 2016 in Boston, MA.

Signed by:



Felton Williams, Chair of the Board FY16-17



(Date)

ASSET ALLOCATIONS

10/15/2018

INVESTMENT SCHEDULE - FY18-19
ENDING 9/30/18
Balances are from date of purchase

INVESTMENT ACCOUNTS	ENDING BALANCE 9/30/2018	PURCHASES (7/1/18 - 9/30/18)	SOLD (7/1/18 - 9/30/18)	UNREAL GAINS/(LOSS) (7/1/18 - 9/30/18)	REAL GAINS/(LOSS) (7/1/18 - 9/30/18)
Goldman Sachs Bk USA CD	\$249,783	\$0	\$0	\$223	\$0
Pacific Western Bank CD	\$249,985	\$0	\$0	\$117	\$0
Aberdeen FDS Emerging Mkts Fd	\$296,145	\$29,352	\$0	-\$2,015	\$0
Amer Cent Fds	\$632,738	\$0	-\$122,698	\$6,423	\$46,716
Baron Invst Funds Trust Small Cap	\$472,944	\$0	-\$65,017	\$33,498	\$6,372
DWS Enhanced Comm Strat/Deutsche Secs	\$147,633	\$30,323	\$0	-\$11,494	\$0
Dodge&Cox Intl Stock	\$370,018	\$4,411	\$0	\$2,960	\$0
Eaton Vance Inc Fd	\$304,704	\$39,545	\$0	\$5,657	\$0
First Eagle Fds Sogen Overseas	\$0	\$0	-\$293,347	\$15,525	\$12,443
Goldman Sachs Treas Instr	\$75,368	\$14,967	\$0	\$0	\$0
Harbor Fund Cap Appr	\$545,040	\$0	-\$153,942	-\$25,623	\$63,585
Hartford Mut Fds MIDCAP Fd	\$304,254	\$0	-\$57,655	\$141	\$14,832
JPMorgan Core Bd FD Selct	\$900,757	\$106,877	\$0	-\$6,688	\$0
MFS Ser TR 1 Value Fd	\$852,472	\$91,844	\$0	\$41,476	\$0
MFS Ser TR X Emerging Mkts Debt	\$225,254	\$41,163	\$0	\$256	\$0
Nuveen INVT Fds Inc RE Secs*	\$0	\$786	-\$123,644	-\$6,620	\$6,675
Oakmark Equity and Income Fd (Harris)	\$755,681	\$2,327	\$0	\$18,082	\$0
Principal FDS Inc. Glob RE Secs	\$224,558	\$5,738	\$0	\$206	\$0
T. Rowe Price Intl. Fund	\$300,113	\$293,245	\$0	\$6,868	\$0
T. Rowe Price RE Fund	\$149,462	\$82,471	\$0	-\$383	\$0
Victory Portfolios Sm Co Oppty	\$453,922	\$0	-\$58,490	\$8,832	\$9,466
Virtus Emerging Mkts Opportunitis	\$212,997	\$0	\$0	\$7,667	\$0
Virtus Asset CEREDX (formly Ridgewth)	\$378,473	\$0	-\$16,739	\$13,986	-\$1,399
TOTAL:	\$8,102,299	\$743,049	-\$891,532	\$109,095	\$158,689

NOTE: The investments ending balance shown above does not include the Cash Accounts used for operations which has an ending balance of \$2,726,581.69 as of 9/30/18.

COUNCIL OF THE GREAT CITY SCHOOLS
Investment Portfolio by Asset Class
As of 09/30/2018

Fund Name	Ticker	Category per Morningstar	Amount	Asset Class
Goldman Sachs Bank USA CD		Certificate of Deposit	\$249,783	Fixed Income
Pacific Western Bank CD		Certificate of Deposit	\$249,985	Fixed Income
MFS Ser TR X Emerging Markets Debt	MEDIX	Diversified Emerging Markets	\$225,254	Fixed Income
Eaton Vance Inc Fd	EIBIX	High yield bond	\$304,704	Fixed Income
JPMorgan Core Bd Fd Selct	WOBDX	Intermediate term - bond	\$900,757	Fixed Income
			<u>\$ 1,930,483</u>	
Amer Cen Mut Funds	TWGIX	Large growth - equity	\$632,738	Large Cap Equity
Harbor Fund Cap Appr	HACAX	Large growth - equity	\$545,040	Large Cap Equity
MFS Ser TR 1 Value Fd	MEIIX	Large Value equity	\$852,472	Large Cap Equity
			<u>\$ 2,030,249</u>	
Victory Sycamore Small Co. Opp I	VSOIX	Small Value	\$453,922	Small/Mid Cap Equity
Baron Invt Funds Trust Small Cap	BSFIX	Small growth - equity	\$472,944	Small/Mid Cap Equity
Virtus Asset CEREDX	SMVTX	Mid-Cap Value	\$378,473	Small/Mid Cap Equity
Hartford Mut Fds MIDCAP Fd	HFMIX	Midcap Growth - equity	\$304,254	Small/Mid Cap Equity
			<u>\$ 1,609,592</u>	
Aberdeen Emerging Markets Instl	ABEMX	Diversified Emerging Markets	\$296,145	International Equity
Virtus Emerging Mkts Opportunities	HIEMX	Diversified Emerging Markets-equity	\$212,997	International Equity
Dodge & Cox Intl Stock Fd	DODFX	Foreign Large Blend - equity	\$370,018	International Equity
T. Rowe Price International Fund	PRITX	Foreign Large Blend - equity	\$300,113	International Equity
			<u>\$ 1,179,274</u>	
Principal FDS Inc. Glob RE Secs	POSIX	Real Estate - equity	\$224,558	Alternative Investments
Deutsche Secs TR Comm Stra	SKIRX	Commodities Broad Basket	\$147,633	Alternative Investments
T. Rowe Price RE Fund	TRREX	Real Estate - equity	\$149,462	Public Real Estate (Alternative Investments)
			<u>\$ 521,652</u>	
Goldman Sach TR Treas Instr	FTIXX	Money Market	\$75,368	Cash Equivalents
Harris Assoc Invt Tr Oakmk Equity	OAYBX	Moderate Allocation - equity	** \$755,681	Balanced Strategy (38% Large Cap/15% Small/Midcap/ 6% International/24% Fixed Income/10% Alternative/75 cash)
Total Investments			<u>\$ 8,102,299</u>	

COUNCIL OF THE GREAT CITY SCHOOLS
 ASSET ALLOCATION ACTUALS VS TACTICAL RANGE
 For Fiscal Year ending 9/30/2018

ASSET CLASS DISTRIBUTION							
Fixed	Large Cap	Small/Mid	Intl	Alternative	Cash	TOTAL	
\$1,930,483	\$2,030,249	\$1,609,592	\$1,179,274	\$521,652	\$75,368	\$7,346,618	
\$173,807	\$279,602	\$136,023	\$45,341	\$75,568	\$45,341	\$755,681	**
\$2,104,290	\$2,309,851	\$1,745,615	\$1,224,615	\$597,220	\$120,708	\$8,102,299	TOTALS
25.97%	28.51%	21.54%	15.11%	7.37%	1.49%	100.00%	ACTUALS FY18-19 (%)
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 (%)



October 15, 2018

Asset Allocation Presentation - September 30, 2018

Prepared for:
Council of The Great City Schools

Prepared by:
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Senior Vice President
Wells Fargo Advisors

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This report is not complete unless all pages, as noted, are included. Please read the information in 'Disclosures' found within this report for an explanation of the terms and concepts presented in this report.

Investment and insurance Products: ▶ NOT FDIC-Insured ▶ NO Bank Guarantee ▶ MAY Lose Value

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Accounts Included in the Report

Account Number	Account Name	Account Nickname	Tax Status	Int/Ext	Last Updated
	Investments		Taxable	External	10/15/2018

Asset Allocation Questionnaire

Risk Tolerance

All investments involve risk, including the potential loss of principal. Higher risk investments may have the potential for higher returns, but also have the potential for greater losses.

Understanding risk characteristics: When making a selection, please choose the most appropriate allocation that best reflects your acceptable level of risk tolerance profiled in this report.

Select Portfolio	Strategic Allocation	Percent in Equities	Downside Risk	Strategic Allocation Risk Range	Average Return
<input type="checkbox"/>	Aggressive Growth	84%	-14.7%	-9% to -20%	8.0%
<input type="checkbox"/>	Moderate Growth	75%	-13.1%	-8% to -18%	7.7%
<input checked="" type="checkbox"/>	Conservative Growth	68%	-11.7%	-7% to -16%	7.3%
<input type="checkbox"/>	Aggressive Growth & Income	57%	-10.2%	-6% to -14%	7.0%
<input type="checkbox"/>	Moderate Growth & Income	49%	-8.5%	-5% to -12%	6.6%
<input type="checkbox"/>	Conservative Growth & Income	39%	-6.6%	-3% to -10%	6.1%
<input type="checkbox"/>	Aggressive Income	28%	-5.0%	-2% to -8%	5.5%
<input type="checkbox"/>	Moderate Income	20%	-3.3%	-1% to -6%	4.9%
<input type="checkbox"/>	Conservative Income	8%	-1.9%	0% to -5%	4.0%

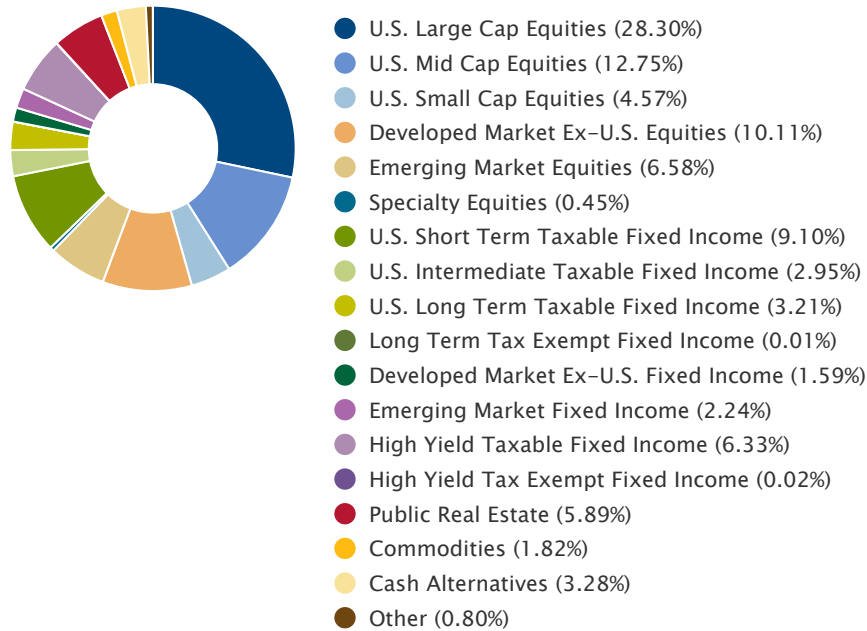
Strategic Allocation Risk Range is the Expected Spectrum of downside risk for an allocation model.

This questionnaire was designed to help you answer some important questions about yourself and your investment goals. Your answers to the above questions were used to generate an asset allocation model and determine an investment profile that may be the most appropriate to help you achieve your stated goals, taking into account your investment horizon and tolerance for risk. This information is not used to update your client account profile information. Please contact your Financial Advisor if any changes are needed to update your client profile.

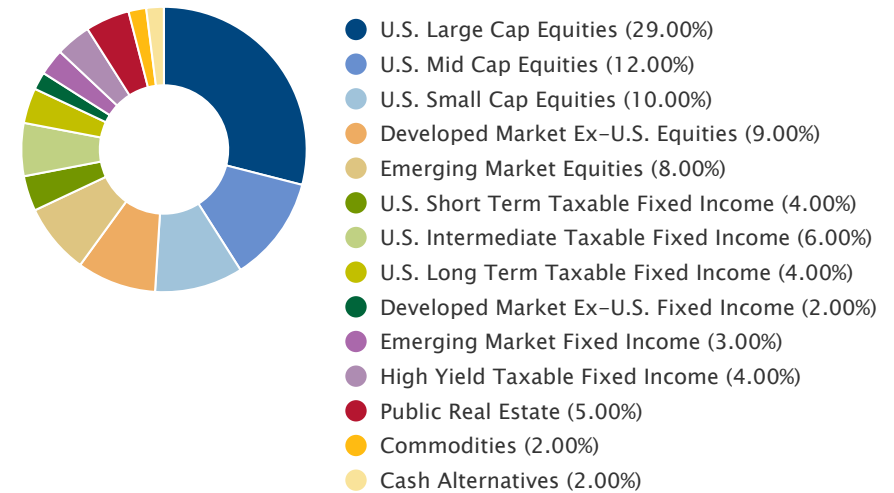
The risk and return information shown is based on the Strategic Capital Market Assumptions. Risk and return figures are based on forward looking asset class assumptions. For risk and return information, please see the Strategic Capital Market Assumptions table in the disclosure section of this report. Downside risk represents the potential loss the allocation could experience in a severe market downturn. The portfolio faces approximately a 5% chance each year of experiencing a loss this large or larger. The downside risk percentages displayed are for illustrative purposes and are not designed to predict actual performance. Past performance is not a guarantee of future results.

Current vs Strategic Allocation Comparison - Asset Class Detail

Current



Conservative Growth



Average Return: 7.1%
Downside Risk: -11.1%

Average Return: 7.3%
Downside Risk: -11.7%

On this Current vs Strategic Allocation Comparison report, all individual funds, ETFs, UITs and annuity sub-accounts may be assigned to multiple asset classes based on their underlying holdings. Funds in alternative and real asset investment strategies are assigned to a single asset class.

Long Positions

Asset Class Detail	Current	Strategic	Difference
U.S. Large Cap Equities	\$ 2,292,820.68 28.30%	\$ 2,349,666.53 29.00%	\$ 56,845.85 0.70%
U.S. Mid Cap Equities	\$ 1,032,789.35 12.75%	\$ 972,275.81 12.00%	\$ - 60,513.54 - 0.75%
U.S. Small Cap Equities	\$ 370,265.09 4.57%	\$ 810,229.84 10.00%	\$ 439,964.75 5.43%
Developed Market Ex-U.S. Equities	\$ 819,353.46 10.11%	\$ 729,206.85 9.00%	\$ - 90,146.61 - 1.11%
Emerging Market Equities	\$ 533,407.75 6.58%	\$ 648,183.87 8.00%	\$ 114,776.12 1.42%
Specialty Equities	\$ 36,571.82 0.45%	\$ 0.00 0.00%	\$ - 36,571.82 - 0.45%

Long Positions

Asset Class Detail		Current		Strategic		Difference
U.S. Short Term Taxable Fixed Income	\$ 737,658.62	9.10%	\$ 324,091.94	4.00%	\$ - 413,566.69	- 5.10%
U.S. Intermediate Taxable Fixed Income	\$ 238,837.66	2.95%	\$ 486,137.90	6.00%	\$ 247,300.24	3.05%
U.S. Long Term Taxable Fixed Income	\$ 260,316.53	3.21%	\$ 324,091.94	4.00%	\$ 63,775.40	0.79%
Long Term Tax Exempt Fixed Income	\$ 460.29	0.01%	\$ 0.00	0.00%	\$ - 460.29	- 0.01%
Developed Market Ex-U.S. Fixed Income	\$ 129,063.60	1.59%	\$ 162,045.97	2.00%	\$ 32,982.36	0.41%
Emerging Market Fixed Income	\$ 181,346.29	2.24%	\$ 243,068.95	3.00%	\$ 61,722.67	0.76%
High Yield Taxable Fixed Income	\$ 512,486.04	6.33%	\$ 324,091.94	4.00%	\$ - 188,394.10	- 2.33%
High Yield Tax Exempt Fixed Income	\$ 2,001.48	0.02%	\$ 0.00	0.00%	\$ - 2,001.48	- 0.02%
Public Real Estate [‡]	\$ 476,942.35	5.89%	\$ 405,114.92	5.00%	\$ - 71,827.43	- 0.89%
Commodities	\$ 147,633.04	1.82%	\$ 162,045.97	2.00%	\$ 14,412.93	0.18%
Cash Alternatives	\$ 265,614.00	3.28%	\$ 162,045.97	2.00%	\$ - 103,568.03	- 1.28%
Other	\$ 64,730.32	0.80%	\$ 0.00	0.00%	\$ - 64,730.32	- 0.80%
Total:	\$ 8,102,298.38	100.00%	\$ 8,102,298.38	100.00%	\$ 0.00	0.00%

[‡]The Public Real Estate category may contain Master Limited Partnerships (MLPs) due to a statistical relationship which represents how closely two variables (REITs and MLPs in this case) track each other's movement or price change.

Current Allocation indicates how an investor's portfolio is allocated based on Wells Fargo Advisors asset classifications and current market value.

Strategic Allocation illustrates how much of an investor's portfolio should be allocated to the various asset classes based on the recommended investment plan.

The risk and return information shown is based on the Strategic Capital Market Assumptions. Risk and return figures are based on forward looking asset class assumptions. For risk and return information, please see the Strategic Capital Market Assumptions table in the disclosure section of this report. Downside risk represents the potential loss the allocation could experience in a severe market downturn. The portfolio faces approximately a 5% chance each year of experiencing a loss this large or larger. The downside risk percentages displayed are for illustrative purposes and are not designed to predict actual performance. Past performance is not a guarantee of future results.

Your current portfolio allocation may classify assets based on the underlying holdings of funds, ETFs, UITs and annuity sub-accounts. For funds in alternative and real asset investment strategies and where underlying holdings are not available for classification, the asset class assigned to that security is used. The Cash Alternatives asset class may include cash alternatives or other securities such as futures settlements, synthetic securities or securities in the form of a trust. These securities have unique risks and characteristics and can lose value. For more information on these types of investments, consult the fund prospectus. Underlying classification data is updated periodically and the frequency of updates will vary by fund. When repositioning assets within your portfolio, it is important to note that underlying holdings of funds, ETFs, UITs and annuity sub-account shares cannot be bought or sold individually. You may only buy or sell shares of the actual funds, ETFs and UITs.

Asset classification of holdings in external accounts where classification is not readily available may be assigned to a multi-asset class category or reassigned into additional asset classes by your Financial Advisor which may not be the most accurate asset class based on the holding's characteristics and risk profile. It is your responsibility to review the asset classification for external accounts and notify us of any changes.

The downside risk and average return for the current allocation are calculated based on a classification of the underlying holdings for funds, ETFs, UITs and annuity sub-accounts. For funds in alternative and real asset investment strategies and where underlying holdings are not available for classification, the asset class assigned to that security is used. Underlying classification data is updated periodically and the frequency of updates will vary by fund.

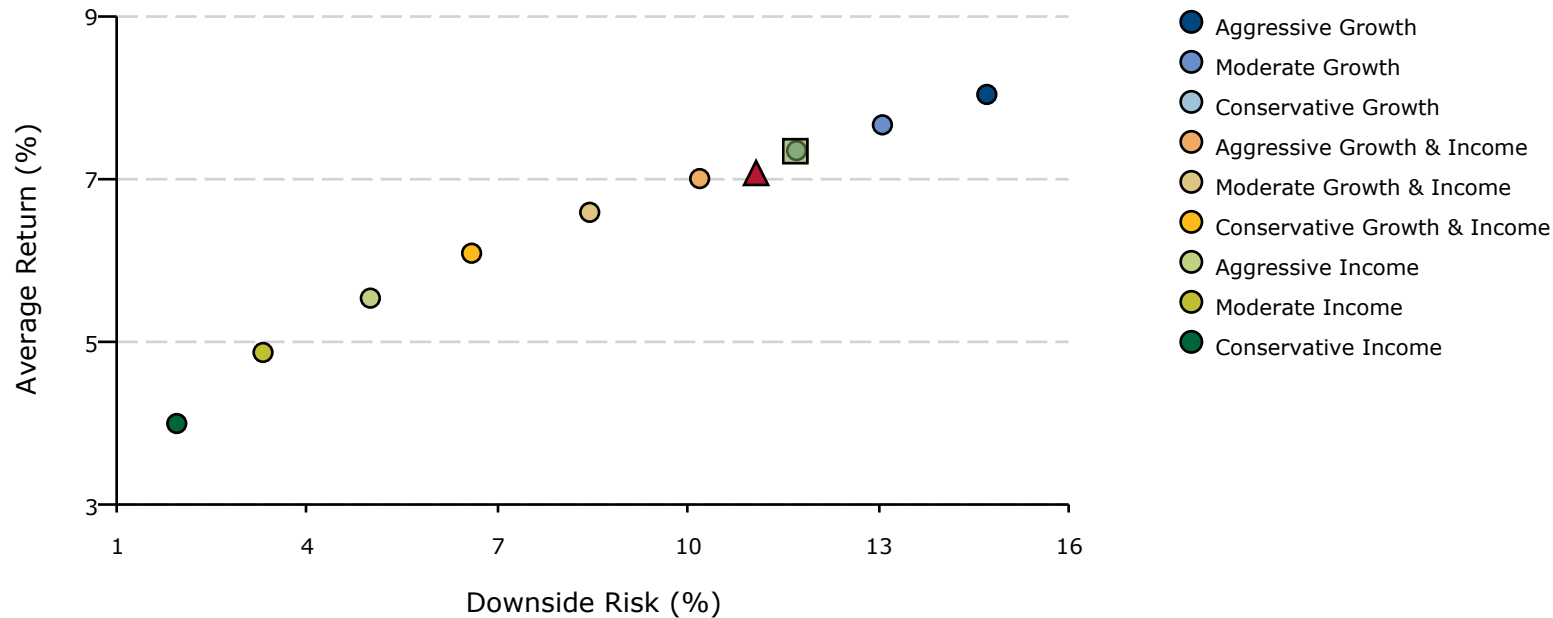
Totals may not equal calculated amounts due to rounding differences.

The Disclosures include definitions of the terms on this page and other detailed information.

Market Values are based on closing prices and positions as of 10/12/2018 for security level holdings.

If we have included or if you have provided us with information on accounts managed by you or an affiliate of Wells Fargo Advisors, including self-directed WellsTrade accounts at Wells Fargo Advisors, and fiduciary accounts at Wells Fargo Bank, N.A., you should understand that Wells Fargo Advisors has no authority to manage or influence the management of such accounts. With respect to such accounts, the Strategic Allocation and Differences listed on this page are for information purposes only and should not be considered a recommendation from Wells Fargo Advisors or your Financial Advisor. The views, opinions, asset allocation models and forecasts may differ from our affiliates.

Current vs Strategic - Efficient Frontier



	Average Return:	Downside Risk:
▲ Current Allocation	7.1%	-11.1%
■ Conservative Growth	7.3%	-11.7%

Each Strategic Allocation has an average return and level of Downside Risk. An "efficient" portfolio allocation is designed to seek the maximum rate of return for the amount of risk assumed. The Efficient Frontier is created to represent the optimal rate of return attainable for any determined level of risk. In theory, the closer your portfolio allocation came to the efficient frontier, the more return you received for the amount of risk you assumed.

The risk and return information shown is based on the Strategic Capital Market Assumptions. Risk and return figures are based on forward looking asset class assumptions. For risk and return information, please see the Strategic Capital Market Assumptions table in the disclosure section of this report. Downside risk represents the potential loss the allocation could experience in a severe market downturn. The portfolio faces approximately a 5% chance each year of experiencing a loss this large or larger. The downside risk percentages displayed are for illustrative purposes and are not designed to predict actual performance. Past performance is not a guarantee of future results.

The downside risk and average return for the current allocation are calculated based on a classification of the underlying holdings for funds, ETFs, UITs and annuity sub-accounts. For funds in alternative and real asset investment strategies and where underlying holdings are not available for classification, the asset class assigned to that security is used. Underlying classification data is updated periodically and the frequency of updates will vary by fund.

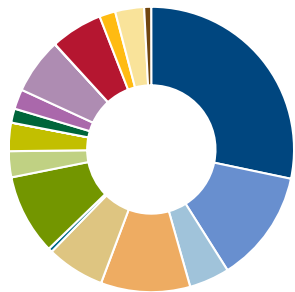
Account Summary

On this Account Summary report, all individual funds, ETFs, UITs and annuity sub-accounts may be assigned to multiple asset classes based on their underlying holdings. Funds in alternative and real asset investment strategies are assigned to a single asset class.

Account Profile information (Investment Objective, Account Purpose, Time Horizon and Liquidity Needs) is highlighted for your accounts on this report. Please contact your financial advisor if you wish to review this information in more detail or if you feel there is a discrepancy. The Account Profile information is only available for Internal Accounts.

Investments () (EXTERNAL) Last Updated: 10/15/2018

Asset Allocation



- U.S. Large Cap Equities (28.30%)
- U.S. Mid Cap Equities (12.75%)
- U.S. Small Cap Equities (4.57%)
- Developed Market Ex-U.S. Equities (10.11%)
- Emerging Market Equities (6.58%)
- Specialty Equities (0.45%)
- U.S. Short Term Taxable Fixed Income (9.10%)
- U.S. Intermediate Taxable Fixed Income (2.95%)
- U.S. Long Term Taxable Fixed Income (3.21%)
- Long Term Tax Exempt Fixed Income (0.01%)
- Developed Market Ex-U.S. Fixed Income (1.59%)
- Emerging Market Fixed Income (2.24%)
- High Yield Taxable Fixed Income (6.33%)
- High Yield Tax Exempt Fixed Income (0.02%)
- Public Real Estate (5.89%)
- Commodities (1.82%)
- Cash Alternatives (3.28%)
- Other (0.80%)

Security Level - Long Positions

Name	Amount	%
ABERDEEN EMRGNG INSTL I	\$ 296,145.32	3.66
AMER CENT GROWTH CLASS I	\$ 632,737.88	7.81
BARON SMALL CAP FD CL I	\$ 472,944.27	5.84
DODGE & COX INTL STCK FD	\$ 370,018.06	4.57
DWS ENHANCED INST	\$ 147,633.04	1.82
EV INCOME FD OF BOSTON I	\$ 304,704.28	3.76
GOLDMAN FINL SQ TREAS MM	\$ 75,367.54	0.93
GOLDMAN SAC 2.1% 042519	\$ 249,782.00	3.08
HARBOR CAP APPREC I	\$ 545,039.63	6.73
HARTFORD MIDCAP I	\$ 304,253.60	3.76
JPMORGAN CORE BOND I	\$ 900,757.37	11.12
MFS EMRG MKTS DEBT I	\$ 225,253.94	2.78
MFS VALUE I	\$ 852,471.59	10.52
OAKMARK EQ AND INCM ADVR	\$ 755,681.15	9.33
PACIFIC WESTN 1.9%110818	\$ 249,985.00	3.09
PRINCIPL GLBL R/E SEC IN	\$ 224,557.51	2.77
T ROWE PR INTL OVERSEAS	\$ 300,113.17	3.70
T ROWE PRICE REAL ESTATE	\$ 149,461.57	1.84
VICTORY SYCAMORE SMALL I	\$ 453,921.52	5.60
VIRTUS CEREDEx M/C VLU I	\$ 378,472.64	4.67
VIRTUS VONTOBEL EMG I	\$ 212,997.30	2.63

Long Mkt Value: \$ 8,102,298.38

Security Level - Long Positions

Name	Amount	%
Short Mkt Value:		\$ 0.00
Cash Alternative Balance:		\$ 0.00
Account Value:	\$ 8,102,298.38	
<hr/>		
Security-Level Holdings:	\$8,102,298.38	
Asset Class-Level Holdings:	\$0.00	
Asset Class and Security Level Holdings:	\$0.00	
Total Holdings:	\$8,102,298.38	

As a service, we may have included your assets and/or your liabilities held at other financial institutions. We assume no responsibility for the accuracy or completeness of the information you provided either to your Financial Advisor or through any third party aggregation service regarding your assets or liabilities held at other firms. We may update the pricing of these securities; however, there may be cases when updating prices is not possible. In addition, any transactions, values or changes in your external accounts will not be reflected unless you provide updated information to your Financial Advisor. In instances where you use a third party aggregation service, we rely on you to take action when notified by the third party service that updates are needed. The accuracy and completeness of the information you provide may materially affect the results and any recommendations contained in this report.

Your current portfolio allocation may classify assets based on the underlying holdings of funds, ETFs, UITs and annuity sub-accounts. For funds in alternative and real asset investment strategies and where underlying holdings are not available for classification, the asset class assigned to that security is used. The Cash Alternatives asset class may include cash alternatives or other securities such as futures settlements, synthetic securities or securities in the form of a trust. These securities have unique risks and characteristics and can lose value. For more information on these types of investments, consult the fund prospectus. Underlying classification data is updated periodically and the frequency of updates will vary by fund. When repositioning assets within your portfolio, it is important to note that underlying holdings of funds, ETFs, UITs and annuity sub-account shares cannot be bought or sold individually. You may only buy or sell shares of the actual funds, ETFs and UITs.

Asset classification of holdings in external accounts where classification is not readily available may be assigned to a multi-asset class category or reassigned into additional asset classes by your Financial Advisor which may not be the most accurate asset class based on the holding's characteristics and risk profile. It is your responsibility to review the asset classification for external accounts and notify us of any changes.

Disclosures

Asset Class Assumptions

Securities are grouped in classes based on shared characteristics, such as maturity for bonds and size of the corporation for stocks. The mix of classes best suited for an investor will depend on his or her individual investment goals and tolerance for risk. It is generally understood that as an investor takes more risk, he or she can seek a higher rate of return over time.

Asset classification of holdings in external accounts where classification is not readily available may be assigned to a multi-asset class category or reassigned into additional asset classes by your Financial Advisor which may not be the most accurate asset class based on the holding's characteristics and risk profile. It is your responsibility to review the asset classification for external accounts and notify us of any changes.

Asset Classification for mutual funds, variable annuities and exchange-traded funds are derived from Morningstar Categories. Underlying holdings classification provided by Morningstar. ©2018 Morningstar, Inc. All Rights Reserved. The information contained herein: (1) is proprietary to Morningstar and/or its content providers; (2) may not be copied or distributed; and (3) is not warranted to be accurate, complete or timely. Neither Morningstar nor its content providers are responsible for any damages or losses arising from any use of this information.

Asset Class Assumptions - Risk

Risk calculations are used to estimate how asset classes and combinations of classes may respond during negative market environments. The downside risk calculation represents a loss that is unlikely to be exceeded in 19 out of 20 years. However, there is a 1 in 20 risk (5% probability) that the loss over a one-year period could be greater than the downside risk calculation. Risk and return figures are derived from standard investment industry statistical calculations. These are for comparative purposes and not designed to predict actual performance. This is not the maximum loss your portfolio could experience.

Asset Class Assumptions - Portfolio Implementation

As outlined above, it is assumed that the implemented portfolio matches the recommended allocation model. In actuality, the implemented portfolio may or may not match the risk and return characteristics of the recommended model over time due to security selection, inability to invest in the indices, and other factors. Also, there is no guarantee that portfolios will not exceed the risk tolerance range or that historically derived results will be achieved in the future. Returns have not been reduced by sales charges or expenses typically associated with various types of investments. Your actual investment performance may be higher or lower than that of the asset class to which it was assigned. Our assumptions about risks and returns for individual asset classes are combined with assumptions about the relationships between these returns (their correlation). Asset allocation cannot eliminate the risk of fluctuating prices and uncertain returns. We use our best efforts to correctly classify investments. However, no warranty of accuracy is made.

Equity Investments: Equity investments refer to buying stocks of United States companies. The investment return to the owner of stock (shareholder) is in the form of dividends and/or capital appreciation. The market capitalization of companies is used to group large, medium (Mid), and small companies. Shareholders share in both the upside potential and the downside risk.

Capitalization: Market capitalization definitions differ, but one example of capitalization methodology is that of Morningstar, which defines "large-capitalization" stocks as those stocks that form the top 70% of the market capitalization of the stocks eligible to be included in the Morningstar US Market Index (a diversified broad market index that represents approximately 97% of the market capitalization of publicly traded U.S. Stocks). The Morningstar index methodology defines "mid-capitalization" stocks as those stocks that form the 20% of market capitalization between the 70th and 90th percentile of the market capitalization and "small-capitalization" stocks as those

stocks that form the 7% of market capitalization between the 90th and 97th percentile of the market capitalization of the stocks eligible to be included in the Morningstar US Market Index.

Investing in small and mid-cap companies involve additional risks such as limited liquidity and greater volatility.

Fixed Income Securities (Bonds): Bonds are promissory notes of a United States corporation or federal government entity (taxable bonds) or a state or local government entity (tax-exempt or municipal bonds). Bonds usually make a series of interest payments followed by a return of principal at maturity. If sold prior to maturity, the price that can be obtained for a bond may be more or less than face value, depending on interest rates at the time the bond is sold and the remaining term of the bond.

Fixed income securities include Treasuries (i.e., public obligations of the U.S. Treasury that have remaining maturities of more than one year), government-related issues (i.e., agency, sovereign, supranational, and local authority debt), and corporate bonds.

Investments in fixed-income securities are subject to market, interest rate, credit/default, inflation and other risks. Bond prices fluctuate inversely to changes in interest rates. Therefore, a general rise in interest rates can result in the decline in the bond's price. Lower rated securities are speculative and involve greater risk of default.

Term: Short-term bonds have effective maturities of five years or less, intermediate bonds have effective maturities between five and ten years; and long-term bonds have maturities of ten years or longer.

Income from tax exempt bonds is generally free from federal and state taxes for residents of the issuing state. While the interest income is tax-free, capital gains if any are subject to taxes. Income of certain tax-exempt bonds may be subject to the Federal Alternative Minimum Tax (AMT).

High Yield Fixed Income: High yield bonds are promissory notes of a corporation or government entity that are considered to be below investment grade by bond rating services. The characterization of a high yield bond reflects the creditworthiness of the issuer and potential concerns that interest payments and return of principal may not be made as promised. High yield bonds may have maturities of various lengths.

High-yield bonds, also known as junk bonds, are subject to greater risk of loss of principal and interest, including default risk, than higher-rated bonds. Investors should not place undue reliance on yield as a factor to be considered in selecting a high yield investment.

Multi-Class: This category is primarily used to classify investments that include a substantial amount of both equity and fixed income investments, or some other combination of classes.

International Investments: International investments include any type of investment made in financially established markets outside of the United States. Various securities can be used to invest in international markets, including but not limited to fixed income securities, American Depository Receipts (ADRs), equities and funds.

The MSCI EAFE Index currently consists of the following 21 developed market country indexes: Australia, Austria, Belgium, Denmark, Finland, France, Germany, Hong Kong, Ireland, Israel, Italy, Japan, the Netherlands, New Zealand, Norway, Portugal, Singapore, Spain, Sweden, Switzerland, and the United Kingdom.

Investing in foreign securities such as Developed Market Ex-U.S. Equities, Emerging Market Equities, Developed Market Ex-U.S. Fixed Income and Emerging Market Fixed Income including ADRs, involves greater risks than those associated with investing domestically including political, economic, currency and the risks associated with different accounting standards. These risks are heightened in emerging markets.

Emerging Market Equities: Emerging Market Equities consist of stocks issued by publicly traded companies of the major developing countries around the world. Examples of these countries would include: Argentina, Brazil, China, Russia, and South Africa.

Emerging Market Fixed Income: Emerging Market Fixed Income is comprised of external debt instruments in the developing markets. These instruments may be denominated in United States dollars or in external currencies. A large portion of the emerging market debt is issued by Argentina, Brazil, Bulgaria, Columbia, Ecuador, Egypt, Mexico, Morocco, Nigeria, Panama, Peru, Philippines, Poland, Russia, South Africa, Turkey, Ukraine and Venezuela.

Public Real Estate: Public Real Estate includes listed real-estate companies and equity and mortgage REITs. A REIT combines the capital of many investors to either acquire or provide financing for real estate. An equity REIT usually assumes ownership status in the property in which it invests, enabling its investors to earn dividends on rental income from the property and appreciation in property sale. A mortgage REIT (mREIT) usually invests in loans and mortgages secured by real estate and derive income from mortgage interest and fees. Some mortgage REITs also borrow money from the banks and re-lend it at higher interest rates.

There are special risks associated with an investment in real estate, including possible illiquidity of the underlying properties, credit risk, interest rate fluctuations and the impact of varied economic conditions. mREITS will be subject to interest rate fluctuations and to the spread between short-term and long-term bond rates.

Private Real Estate: Private real estate is an investment that uses an active management strategy consisting of both direct and secondary ownership of equity and debt interests in various types of real property. Often diversified across property types and locations, strategies can range from moderate repositioning or releasing of properties to new development or extensive redevelopment. Private real estate investments are typically made through private equity real estate funds. These funds usually have a seven- to ten-year life span consisting of a two- to three-year investment period where properties are acquired, then a holding period where active asset management is carried out and the properties are sold.

Privately offered real estate funds are speculative and involve a high degree of risk. Investments in real estate have special risks, including the possible illiquidity of the underlying properties, credit risk, interest rate fluctuations, and the impact of varied economic conditions. There can be no assurance a secondary market will exist and there may be restrictions on transferring interests.

Commodities: These assets are usually agricultural products such as corn, livestock, coffee and cocoa or metals such as gold, copper and silver, or energy products such as oil and natural gas. Each commodity generally has a common price internationally. For example, corn generally trades at one price on commodity markets worldwide. Commodities can either be sold on the spot market for immediate delivery or on the commodities exchanges for later delivery. Trade on commodities exchanges is usually in the form of future contracts.

The commodities markets are considered speculative, carry substantial risks, and have experienced periods of extreme volatility.

Alternative Investments: Alternative Investments encompass a range of product structures to provide the investor with access to markets or investment strategies that are generally

not easily accessible by individuals or smaller institutional investors. These often involve potentially higher risk strategies, such as employing leverage and / or short sales.

Alternative investments, such as hedge funds, are speculative and involve a high degree of risk that is suitable only for those investors who have the financial sophistication and expertise to evaluate the merits and risks of an investment in a fund. Short sales theoretically involve unlimited loss potential since the market price of securities sold short may continuously increase. Leverage can magnify gains and losses.

Hedge Funds (Fund of Funds): Currently four types of fund of funds are classified in the Capital Markets Assumptions:

Hedge Funds - Relative Value: Investment Managers who maintain positions in which the investment thesis is predicated on realization of a valuation discrepancy in the relationship between multiple securities. Managers employ a variety of fundamental and quantitative techniques to establish investment theses, and security types range broadly across equity, fixed income, derivative or other security types. Fixed income strategies are typically quantitatively driven to measure the existing relationship between instruments and in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager. Hedge Funds - Relative Value positions may also be involved in corporate transactions.

Hedge Funds - Macro: A Fund of Hedge Funds that falls under this category usually invests with hedge funds that fall under relative value and hedged equities categories. This category may also include Managed Futures.

Hedge Funds - Event Driven: Event Driven strategies maintain positions in companies currently or prospectively involved in corporate transactions of a wide variety including mergers, restructurings, financial distress, tender offers, shareholder buybacks, debt exchanges, security issuance or other capital structure adjustments. Security types can range from most senior in the capital structure to most junior or subordinated and frequently involve additional derivative securities. Exposure includes a combination of sensitivities to equity markets, credit markets and idiosyncratic, company-specific developments.

Hedge Funds - Equity Hedge: Equity Hedge strategies maintain positions both long and short in primarily equity and equity derivative securities. A wide variety of investment processes can be employed to arrive at an investment decision, including both quantitative and fundamental techniques; strategies can be broadly diversified or narrowly focused on specific sectors and can range broadly in terms of levels of net exposure, leverage employed, holding period, concentrations of market capitalizations and valuation ranges of typical portfolios. Hedge Funds - Equity Hedge managers would typically maintain at least 50% and may, in some cases, be substantially invested in equities, both long and short. Hedge Funds - Equity Hedge funds generally seek to make profits by buying a group of underpriced stocks/bonds and shorting a related group of over-priced stocks/bonds or indices.

The use of hedge fund investment strategies, such as Equity Hedge, Event Driven, Macro and Relative Value, are speculative and involve a high degree of risk. These strategies may expose investors to risks such as short selling, leverage, counterparty, liquidity, volatility, the use of derivatives and other significant risks, including the loss of the entire amount invested.

Private Equity: Private equity invests directly into private companies or assets that result in an equity ownership position. Capital for private equity is raised from retail and institutional investors, and can be used to fund new technologies, expand working capital within an owned company, make acquisitions, or to strengthen a balance sheet. Private equity investments often demand long holding periods to allow for a turnaround and exit strategy. Typically, a private equity fund

has a term of 10+ years. Traditionally, private equity investment strategies include the following: buyout, special situations, growth equity and venture capital.

Private equity funds are complex, speculative investment vehicles and are not suitable for all investors. They are generally open to qualified investors only and carry high costs, substantial risks, and may be highly volatile. There is often limited (or even non-existent) liquidity and a lack of transparency regarding the underlying assets.

Cash Alternatives: Cash Alternatives include liquid, short term and interest bearing investments. Examples are Treasury bills and commercial paper. It is possible to lose money by investing in cash alternatives.

Other: This classification represents securities which could not be definitively classified because there is insufficient similarity between the security and the defined asset classes. There may be inconsistencies in one or more of the following factors: historical performance, investment objective or asset composition. This analysis assigns relatively high downside risk and relatively low returns to assets classified as 'Other' in order to conservatively assess their impact on the portfolio.

Specialty: Classifications of Specialty Equities, Specialty Fixed Income, Specialty Real Assets and Specialty Alternative Investments include securities in the highest level asset class that do not map into one of the detailed asset categories and those securities for which there is not enough data available to classify more precisely.

External Accounts Included in Your Report

As a service, we may have included your assets and/or your liabilities held at other financial institutions. We assume no responsibility for the accuracy or completeness of the information you provided either to your Financial Advisor or through any third party aggregation service regarding your assets or liabilities held at other firms. We may update the pricing of these securities; however, there may be cases when updating prices is not possible. In addition, any transactions, values or changes in your external accounts will not be reflected unless you provide updated information to your Financial Advisor. In instances where you use a third party aggregation service, we rely on you to take action when notified by the third party service that updates are needed. The accuracy and completeness of the information you provide may materially affect the results and any recommendations contained in this report.

If we have included or if you have provided us with information on accounts managed by you or an affiliate of Wells Fargo Advisors, including self-directed WellsTrade accounts at Wells Fargo Advisors, and fiduciary accounts at Wells Fargo Bank, N.A., you should understand that Wells Fargo Advisors has no authority to manage, direct or influence the accounts. With respect to such accounts, the Strategic Allocation listed in this report is for informational purposes only and should not be considered a recommendation from Wells Fargo Advisors or your Financial Advisor. The views, opinions, asset allocation models and forecasts may differ from our affiliates.

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Report Disclosures

The indexes mentioned in this report, such as the S&P 500 and MSCI EAFE are unmanaged indexes of common stock or fixed-income. Unmanaged indexes are for illustrative purposes only. An investor cannot invest directly in an index.

The material has been prepared or is distributed solely for information purposes and does not supersede the proper use of your account statements and/or trade confirmations, which are considered to be the official and accurate records of your account activity. Any market prices are only indications of market values, are subject to change, and may not reflect the value at which securities could be sold. Additionally, the report is prepared as of trade date, rather than settlement date, and may be prepared on a different date than your statement. The information contained in this report may not reflect all holdings or transactions, their costs, or proceeds in your account. Contact your Financial Advisor for further information. The report may also include information you provided about assets held at other firms. Information on assets held away from Wells Fargo Advisors was provided by you and may not be covered by SIPC. We have relied solely on information from you regarding those assets. We do not verify or confirm those assets held with other firms or affiliates and you are responsible for notifying your Financial Advisor of any changes in your externally held investments including cost basis. Incomplete or inaccurate cost basis will affect your plan results because the tax assumptions are incorrect. Due to timing issues, if this report includes assets held at a Trust Company, positions and market data should be verified. Before making any decisions please validate your account information with your Financial Advisor.

Annuities are long-term investments and may be subject to market fluctuations and investment risk. Many annuities offer guarantees that provide protection of an income stream or an account value. All guarantees are subject to the claims paying ability of the issuing insurance companies. Annuity features and benefits vary and are based on a set of general product assumptions. For specific details about how your annuity works, consult your annuity policy.

This report is not the official record of your account. However, it has been prepared to assist you with your investment planning and is for information purposes only. Your Client Statement is the official record of your account. Therefore, if there are any discrepancies between this report and your Client Statement, you should rely on the Client Statement and call your local Branch Manager if you have any questions. Transactions requiring tax consideration should be reviewed carefully with your accountant or tax advisor. This is not a substitute for your own records and the year-end 1099 form. Cost data and acquisition dates provided by you are not verified by our firm.

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Strategic Allocations (Standard)

Additional firm-sponsored strategic allocation models may be selected for your Investment Plan that may include updated asset allocation assumptions or may vary slightly from these standard strategic allocation models. Please refer to your Current vs. Strategic Allocation page for an illustration of the allocation mix for these models.

Name	Conservative Income	Conservative Growth & Income	Conservative Growth	Moderate Income	Moderate Growth & Income	Moderate Growth	Aggressive Income	Aggressive Growth & Income	Aggressive Growth
U.S. Large Cap Equities	4.00%	17.00%	29.00%	12.00%	21.00%	29.00%	15.00%	25.00%	27.00%
U.S. Mid Cap Equities	2.00%	7.00%	12.00%	2.00%	9.00%	13.00%	4.00%	11.00%	15.00%
U.S. Small Cap Equities	0.00%	6.00%	10.00%	2.00%	8.00%	13.00%	4.00%	8.00%	14.00%
Developed Market Ex-U.S. Equities	2.00%	5.00%	9.00%	4.00%	6.00%	10.00%	5.00%	7.00%	14.00%
Emerging Market Equities	0.00%	4.00%	8.00%	0.00%	5.00%	10.00%	0.00%	6.00%	14.00%
U.S. Short Term Taxable Fixed Income	28.00%	7.00%	4.00%	19.00%	4.00%	2.00%	8.00%	2.00%	0.00%
U.S. Intermediate Taxable Fixed Income	38.00%	20.00%	6.00%	30.00%	16.00%	3.00%	25.00%	11.00%	0.00%
U.S. Long Term Taxable Fixed Income	5.00%	10.00%	4.00%	7.00%	7.00%	3.00%	10.00%	4.00%	3.00%
Developed Market Ex-U.S. Fixed Income	6.00%	3.00%	2.00%	5.00%	3.00%	2.00%	5.00%	3.00%	0.00%
Emerging Market Fixed Income	3.00%	5.00%	3.00%	5.00%	5.00%	3.00%	8.00%	6.00%	2.00%
High Yield Taxable Fixed Income	5.00%	6.00%	4.00%	6.00%	6.00%	3.00%	8.00%	7.00%	2.00%
Public Real Estate	4.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Commodities	0.00%	2.00%	2.00%	0.00%	2.00%	2.00%	0.00%	2.00%	2.00%
Cash Alternatives	3.00%	3.00%	2.00%	3.00%	3.00%	2.00%	3.00%	3.00%	2.00%

Strategic Capital Market Assumptions

Capital Market Assumptions (CMAs) for all asset classes assume a broadly diversified portfolio generally representative of the risks and opportunities of the asset class. To the extent that the investor's portfolio is not as diversified as the assumptions made for the asset class, the return and risk potential for the portfolio may vary significantly from the assumed CMAs.

The Strategic CMAs used within this illustration are forward looking and based on a building-block approach of risk premiums and Sharpe Ratio Equivalency. The returns for each asset class reflect the premium above the short-term risk-free rate of return that investors are likely to demand in order to compensate for the risk of holding those assets. Sharpe ratio equivalency provides a consistent comparison of long term risk premium across various asset classes for 10 years (representative of a one to two business cycle time period). All portfolio return and downside risk calculations are based on the Strategic CMAs. These assumptions may differ greatly from the short-term performance and volatility experienced by your actual investment holdings. There are no assurances that the estimates will be achieved. They have been provided as a guide to help you with your investment planning.

Asset Class	Downside Risk	Average Annual Return ¹
U.S. Large Cap Equities	-15.23%	7.79%
U.S. Mid Cap Equities	-16.80%	8.37%
U.S. Small Cap Equities ³	-19.25%	8.55%
Developed Market Ex-U.S. Equities ⁴	-17.36%	7.47%
Emerging Market Equities ⁴	-21.98%	9.16%
Specialty Equities	-28.13%	5.88%
U.S. Short Term Taxable Fixed Income	-0.14%	2.70%
U.S. Intermediate Taxable Fixed Income	-4.01%	3.12%
U.S. Long Term Taxable Fixed Income	-12.55%	3.25%
Short Term Tax Exempt Fixed Income	-0.68%	2.16%
Intermediate Tax Exempt Fixed Income	-4.65%	2.48%
Long Term Tax Exempt Fixed Income	-11.09%	2.63%
Developed Market Ex-U.S. Fixed Income ⁴	-9.74%	2.92%
Emerging Market Fixed Income ⁴	-11.71%	6.15%
High Yield Taxable Fixed Income ²	-11.73%	6.13%
High Yield Tax Exempt Fixed Income ²	-13.07%	4.76%
Specialty Fixed Income	-15.76%	2.02%
Public Real Estate	-18.22%	7.20%
Private Real Estate	-14.09%	7.68%
Commodities	-17.27%	4.42%
Specialty Real Assets	-21.33%	3.96%
Multi-Class	-8.59%	6.21%
Hedge Funds - Relative Value	-3.93%	5.09%

Asset Class	Downside Risk	Average Annual Return ¹
Hedge Funds - Macro	-4.90%	4.86%
Hedge Funds - Event Driven	-5.60%	5.27%
Hedge Funds - Equity Hedge	-7.65%	5.74%
Private Equity	-19.28%	10.87%
Specialty Alternative Investments	-26.87%	2.82%
Cash Alternatives	0.86%	2.50%
Other	-22.21%	1.20%

Additional Disclosures

¹ The Average Annual Return is time-weighted. It is a measure of the compound rate of growth of the asset class.

² Various rating services, such as Standard and Poor's and Moody's Investor Service rate the creditworthiness of bonds. Investing in lower-rated debt securities or funds that invest in such securities involves additional risk because of the lower credit quality of the security or fund portfolio. These securities or funds are subject to a higher level of volatility and increased risk of default, or loss of principal.

³ Investing in small companies or mutual funds that invest in small companies involves additional risk. Smaller companies typically have a higher risk of failure and are not as well established as larger blue chip companies. Historically, smaller-company stocks have experienced a greater degree of price volatility than the overall market average.

⁴ International investing may involve special risks such as currency fluctuation, political instability, and different methods of accounting and reporting requirements.

* Hedge Fund Research, Inc. ©2018, www.hedgefundresearch.com

Alternative investments carry specific investor qualifications which can include high income and net-worth requirements as well as relatively high investment minimums. They are complex investment vehicles which generally have high costs and substantial risks. They tend to be more volatile than other types of investments and present an increased risk of investment loss. There may also be a lack of transparency as to the underlying assets. Alternative investments are subject to fewer regulatory requirements than mutual funds and other registered investment company products and thus may offer investors fewer legal protections than they would have with more traditional investments. Additionally, there may be no secondary market for alternative investment interests and transferability may be limited or even prohibited.

NOTE: The ending market value of \$7,602,531 does not include two Certificates of Deposit with a total of \$499,768, which will bring the Investment Portfolio Total to \$8,102,299



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800-503-6232
Advisory assets reported as of Sep 30, 2018

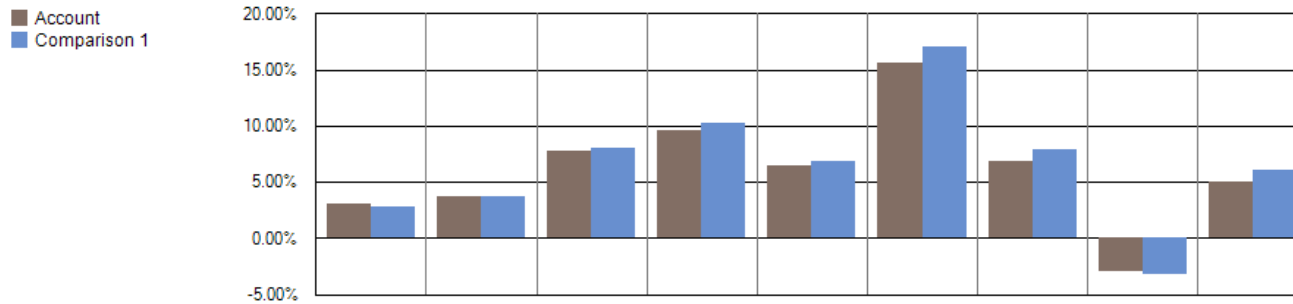
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Summary of your account's investment growth

	MTD	QTD	YTD	Since 07/10/06
Beginning market value	\$7,630,250	\$7,363,810	\$7,289,428	\$1,200,000
Deposits minus withdrawals	\$0	\$0	\$0	\$3,500,116
Net invested capital	\$7,630,250	\$7,363,810	\$7,289,428	\$4,700,116
Investment results	-\$27,718	\$238,722	\$313,104	\$2,902,415
Advisory assets ending market value	\$7,602,531	\$7,602,531	\$7,602,531	\$7,602,531
Your net money-weighted returns	-0.4%	3.0%	3.7%	6.0%
Total assets ending market value				\$10,730,691
Non-advisory assets				\$3,128,160

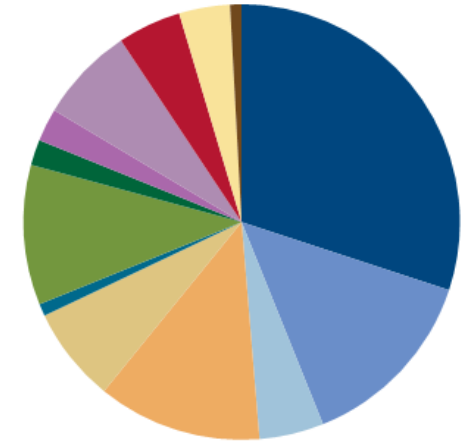
Net invested capital is your combined market value at the beginning of a stated time period plus deposits and minus withdrawals. Returns are annualized for the time periods greater than one year and are calculated after the deduction of program fees. Net money-weighted rates of return reflect your decisions to deposit or withdraw assets and should not be used to measure performance of an investment manager. Past performance is no guarantee of future results.

Advisory net time-weighted performance:



	QTD	YTD	1 Yr	3 Yrs	5 Yrs	2017	2016	2015	Since 07/10/06
Account (After Fees)	3.1%	3.7%	7.8%	9.5%	6.4%	15.6%	6.8%	-2.9%	5.0%
Comparison 1	2.8%	3.7%	8.0%	10.3%	6.9%	17.1%	7.9%	-3.2%	6.1%
Market indices									
S&P 500	7.7%	10.6%	17.9%	17.3%	13.9%	21.8%	12.0%	1.4%	9.3%
RUSSELL MIDCAP	5.0%	7.5%	14.0%	14.5%	11.7%	18.5%	13.8%	-2.4%	9.5%
RUSSELL 2000	3.6%	11.5%	15.2%	17.1%	11.1%	14.6%	21.3%	-4.4%	8.9%
MSCI EAFE NET	1.4%	-1.4%	2.7%	9.2%	4.4%	25.0%	1.0%	-0.8%	3.5%
MSCI EMERGING MKTS NET	-1.1%	-7.7%	-0.8%	12.4%	3.6%	37.3%	11.2%	-14.9%	5.2%
60S&P500/40SLAB	4.6%	5.6%	10.0%	10.8%	9.2%	14.2%	8.3%	1.3%	7.5%
BARCAP US AGGREGATE	0.0%	-1.6%	-1.2%	1.3%	2.2%	3.5%	2.6%	0.5%	4.1%
BLOOMBERG COMMODITY	-2.5%	-3.4%	0.9%	-1.0%	-7.7%	0.8%	11.4%	-24.7%	-5.7%
ML 3M TBILL	0.5%	1.3%	1.6%	0.8%	0.5%	0.9%	0.3%	0.1%	1.0%
CPI ALL URBAN NSA	0.1%	2.3%	2.2%	2.0%	1.5%	2.1%	2.1%	0.7%	1.8%

Advisory level asset allocation



	Market value	% of assets
US Large Cap Equities	\$2,284,799	30.1%
US Mid Cap Equities	\$1,054,335	13.9%
US Small Cap Equities	\$362,746	4.8%
Devlpd Mkt Ex-US Equities	\$924,972	12.2%
Emerging Mkt Equities	\$537,748	7.1%
Specialty Equities	\$69,262	0.9%
US Taxbl Invnt Grd Fxd Inc	\$789,871	10.4%
Tax Exmt Invnt Grd Fxd Inc	\$461	0.0%
Devlpd Mkt Ex-US Fxd Inc	\$143,877	1.9%
Emerging Mkt Fxd Inc	\$185,862	2.4%
High Yield Fxd Inc	\$540,060	7.1%
Public Real Estate	\$357,009	4.7%
Cash Alternatives	\$287,259	3.8%
Other	\$64,271	0.8%
Advisory assets	\$7,602,531	100.0%
Accrued interest	\$0	
Ending market value	\$7,602,531	

Advisory top holdings	%
JPMORGAN TR II	11.8
MFS SER TR I	11.2
OAKMARK EQUITY AND	9.9
AMERICAN CENTY MUT FDS	8.3
HARBOR FD	7.2
BARON INVNT FUNDS TRUST	6.2
VICTORY SYCAMORE	6.0
VIRTUS ASSET TR	5.0
DODGE & COX FDS	4.9
EATON VANCE SER II	4.0



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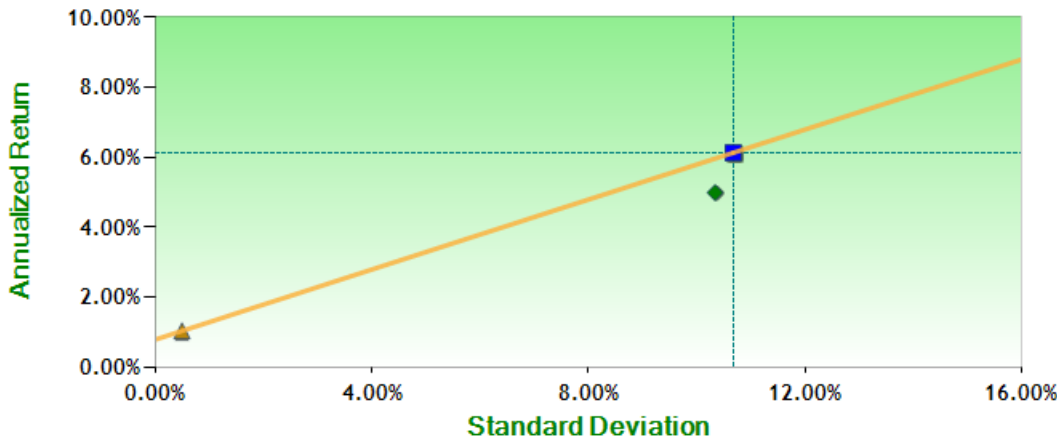
Returns are annualized for time periods greater than one year. Net time-weighted returns are independent of the timing and magnitude of your cash flow decisions and are calculated after the deduction of program fees. Each return period is given an equal weighting, regardless of portfolio value. They are appropriate for measuring the performance of an investment manager. Past performance is no guarantee of future results.

Comparison History

Comparison 1:

7/10/2006 MBCG is a blend of 14.5% MSTRLCGC/14.5% MSTRLCVC/9% MSTRFLCC/8% MSTRMVC/6% MSTRIMBC/6% MSTRMCGC/6% MSTRMCVC/5% MSTRGREC/5% MSTRSCGC/5% MSTRSCVC/4% MSTRHYC/4% MSTRLTBC/4% MSTRSTBC/3% MSTRMBC/2% LPRTF/2% MSTRCOMC/2% MSTRWBC/ index

Risk / Return analysis for your account since inception on Jul 10, 2006



	Annualized Return	Standard Deviation
Account (after fees)	4.98%	10.34%
Comparison 1	6.12%	10.67%
Risk-free comparison	1.03%	0.48%

Comparison 1 (Benchmark) - is a blend of 14.5% MSTRLCGC/14.5% MSTRLCVC/9% MSTRFLCC/8% MSTRMVC/6% MSTRIMBC/6% MSTRMCGC/6% MSTRMCVC/5% MSTRGREC/5% MSTRSCGC/5% MSTRSCVC/4% MSTRHYC/4% MSTRLTBC/4% MSTRSTBC/3% MSTRMBC/2% LPRTF/2% MSTRCOMC/2% MSTRWBC/ index
 Risk-free rate - The return of an investment with little, or no risk (US T-Bills)

Standard Deviation (Risk) - Is a statistical measure of risk reflecting the extent to which rates of return for an asset or portfolio may vary from period to period and gauges the dispersion of monthly returns around the average return. The larger the standard deviation, the greater the range of possible returns and, therefore, the more risky the asset or portfolio.

Risk/Return Chart - Shows how well the manager has done managing the portfolio's risk (as measured by variability of returns) to earn its return. The line running from the risk-free rate (T-bill) to an appropriate market index is called the Capital Market Line. If the manager's risk/return plot is above the line, it earned a higher rate of return than expected given the level of risk taken. If the manager's risk/return plot is below the line, it earned a lower rate of return than expected given the level of risk taken.

Disclaimers

The report is not the official record of your account. However, it has been prepared to assist you with your investment planning and is for informational purposes only. Your Client Statements are the official record of your account. Therefore, if there are any discrepancies between this report and your Client Statement, you should rely on the Client Statement and call your local Branch Manager with any questions. Transactions requiring tax consideration should be reviewed carefully with your accountant or tax advisor. Unless otherwise indicated, market prices/values are the most recent closing prices available at the time of this report, and are subject to change. Prices may not reflect the value at which securities could be sold.

The indices are presented to provide you with an understanding of their historic long-term performance, and are not presented to illustrate the performance of any security. Individual investors cannot directly purchase an index.



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Indexes

BARCAP US AGGREGATE (SLAB)	The Bloomberg Barclays U.S. Aggregate Bond Index covers the USD-denominated, investment-grade, fixed-rate, taxable bond market of SEC-registered securities. The index is composed of government and corporate securities, mortgage pass-through securities, and asset-backed securities. All securities are rated investment grade (Baa3/BBB-/BBB- or above) using the middle rating of Moody's, S&P, and Fitch, respectively and have a maturity greater than one year.
BLOOMBERG COMMODITY (DJAIG)	A broadly diversified index of commodity futures on 20 physical commodities, subdivided into energy, U.S. agriculture, livestock, precious metals, and industrial metals sectors. Commodity weights are derived in a manner that attempts to fairly represent the importance of a diversified group of commodities to the world economy. To that end, liquidity and product data is used to derive individual weights. To ensure diversification, there is a maximum weight limit of 33 percent and a minimum weight limit of two percent. The index family formerly known as the Dow Jones-UBS Commodity Index family has been rebranded as the Bloomberg Commodity Index Family as of July 1, 2014 and Bloomberg will replace Dow Jones & Company, Inc. as the Index administrator.
CPI ALL URBAN NSA (CPI)	The CPI All Urban Consumers NSA Index (CPI) is a non-seasonally adjusted measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. The CPI is calculated by the Bureau of Labor Statistics and published monthly. Due to a late publishing date each month, the index number provided always includes an estimated return for the prior month.
LIPPER TE MM (LPRTF)	The Lipper Tax-Exempt Money Market Fund Index is an equal-weighted benchmark comprised of the 30 largest funds that invest in high quality municipal obligations with dollar-weighted average maturities of less than 90 days.
ML 3M TBILL (MLTBILL)	The BofA Merrill Lynch U.S. 3-Month Treasury Bill Index is comprised of a single issue purchased at the beginning of the month and held for a full month. At the end of the month that issue is sold and rolled into a weekly selected issue. The issue selected at each month-end-rebalancing is the outstanding Treasury Bill that matures closest to, but not beyond, three months from the rebalancing date.
MRNSTR COMMODITIES CAT (MSTRCOMC)	The Morningstar US Commodities Broad Basket Category Index consists of portfolios that can invest in a diversified basket of commodity goods including but not limited to grains, minerals, metals, livestock, cotton, oils, sugar, coffee, and cocoa. Investment can be made directly in physical assets or commodity-linked derivative instruments, such as commodity swap agreements.
MRNSTR DIVRSE EM CAT (MSTREMC)	The Morningstar US Diversified Emerging Markets Category Index consists of portfolios that tend to divide their assets among 20 or more nations, although they tend to focus on the emerging markets of Asia and Latin America rather than on those of the Middle East, Africa, or Europe. These portfolios invest predominantly in emerging market equities, but some funds also invest in both equities and fixed income investments from emerging markets.
MRNSTR EM BOND CAT (MSTREMB)	The Morningstar US Emerging Markets Bond Category Index consists of portfolios that invest more than 65% of their assets in foreign bonds from developing countries. The largest portion of the emerging-markets bond market comes from Latin America, followed by Eastern Europe, Africa, the Middle East, and Asia make up the rest.
MRNSTR FORGN LRG CAP CAT (MSTRFLCC)	The Morningstar US Foreign Large Blend Category Index consists of portfolios that invest in a variety of big international stocks. Most of these portfolios divide their assets among a dozen or more developed markets, including Japan, Britain, France, and Germany. These portfolios primarily invest in stocks that have market caps in the top 70% of each economically integrated market (such as Europe or Asia ex-Japan). The blend style is assigned to portfolios where neither growth nor value characteristics predominate. These portfolios typically will have less than 20% of assets invested in U.S. stocks.
MRNSTR GL REAL ESTATE CAT (MSTRGREC)	The Morningstar US Global Real Estate Category consists of portfolios that invest primarily in non-U.S. real estate securities but may also invest in U.S. real estate securities. Securities that these portfolios purchase include: debt & equity securities, convertible securities, and securities issued by real estate investment trusts and REIT-like entities. Portfolios in this category also invest in real estate operating companies.
MRNSTR HY BOND CAT (MSTRHYC)	The Morningstar US High Yield Bond Category Index consists of portfolios that concentrate on lower-quality bonds, which are riskier than those of higher-quality companies. These portfolios generally offer higher yields than other types of portfolios, but they are also more vulnerable to economic and credit risk. These portfolios primarily invest in U.S. high-income debt securities where at least 65% or more of bond assets are not rated or are rated by a major agency such as Standard & Poor's or Moody's at the level of BB (considered speculative for taxable bonds) and below.
MRNSTR INTRM BOND CAT (MSTRIMBC)	The Morningstar US Intermediate-Term Bond Category Index consists of portfolios that invest primarily in corporate and other investment-grade U.S. fixed-income issues and typically have durations of 3.5 to 6.0 years. These portfolios are less sensitive to interest rates, and therefore less volatile, than portfolios that have longer durations.
MRNSTR LARGE GROWTH CAT (MSTRLCGC)	The Morningstar US Large Growth Category Index consists of portfolios that invest primarily in big U.S. companies that are projected to grow faster than other large-cap stocks. Stocks in the top 70% of the capitalization of the U.S. equity market are defined as large cap. Growth is defined based on fast growth (high growth rates for earnings, sales, book value, and cash flow) and high valuations (high price ratios and low dividend yields). Most of these portfolios focus on companies in rapidly expanding industries.



Presented by: **TOM GREASER**
800-503-6232
 Advisory assets reported as of Sep 30, 2018

COUNCIL GREAT CITY S
XXXX3603
FUNDSOURCE/CONSERVATIVE GROWTH OPTIMAL BLEND/CONSERVATIVE GROWTH V3 (NEW)

MRNSTR LARGE VALUE CAT (MSTRLCVC)	The Morningstar US Large Value Category Index consists of portfolios that invest primarily in big U.S. companies that are less expensive or growing more slowly than other large-cap stocks. Stocks in the top 70% of the capitalization of the U.S. equity market are defined as large cap. Value is defined based on low valuations (low price ratios and high dividend yields) and slow growth (low growth rates for earnings, sales, book value, and cash flow).
MRNSTR LONG-TRM BOND CAT (MSTRLTBC)	The Morningstar US Long-Term Bond Category Index consists of portfolios that invest primarily in corporate and other investment-grade U.S. fixed-income issues and typically have durations of more than 6.0 years. Because of their long durations, these portfolios are exposed to greater interest-rate risk.
MRNSTR MIDCAP GROWTH CAT (MSTRMCGC)	The Morningstar US Mid-Growth Category Index consists of portfolios that invest in stocks of all sizes, thus leading to a mid-cap profile, but others focus on midsize companies. Mid-cap growth portfolios target U.S. firms that are projected to grow faster than other mid-cap stocks, therefore commanding relatively higher prices. The U.S. mid-cap range for market capitalization typically falls between \$1 billion and \$8 billion and represents 20% of the total capitalization of the U.S. equity market. Growth is defined based on fast growth (high growth rates for earnings, sales, book value, and cash flow) and high valuations (high price ratios and low dividend yields).
MRNSTR MIDCAP VALUE CAT (MSTRMCVC)	The Morningstar US Mid-Value Category Index consists of portfolios that focus on medium-size companies while others land here because they own a mix of small-, mid-, and large-cap stocks. All look for U.S. stocks that are less expensive or growing more slowly than the market. The U.S. mid-cap range for market capitalization typically falls between \$1 billion and \$8 billion and represents 20% of the total capitalization of the U.S. equity market. Value is defined based on low valuations (low price ratios and high dividend yields) and slow growth (low growth rates for earnings, sales, book value, and cash flow).
MRNSTR SHORT-TRM BOND CAT (MSTRSTBC)	The Morningstar US Short-Term Bond Category Index consists of portfolios that invest primarily in corporate and other investment-grade U.S. fixed-income issues and typically have durations of 1.0 to 3.5 years. These portfolios are attractive to fairly conservative investors, because they are less sensitive to interest rates than portfolios with longer durations.
MRNSTR SMALL GROWTH CAT (MSTRSCGC)	The Morningstar US Small Growth Category Index consists of portfolios that focus on faster-growing companies whose shares are at the lower end of the market-capitalization range. These portfolios tend to favor companies in up-and-coming industries or young firms in their early growth stages. Because these businesses are fast-growing and often richly valued, their stocks tend to be volatile. Stocks in the bottom 10% of the capitalization of the U.S. equity market are defined as small cap. Growth is defined based on fast growth (high growth rates for earnings, sales, book value, and cash flow) and high valuations (high price ratios and low dividend yields).
MRNSTR SMALL VALUE CAT (MSTRSCVC)	The Morningstar US Small Value Category Index consists of portfolios that invest in small U.S. companies with valuations and growth rates below other small-cap peers. Stocks in the bottom 10% of the capitalization of the U.S. equity market are defined as small cap. Value is defined based on low valuations (low price ratios and high dividend yields) and slow growth (low growth rates for earnings, sales, book value, and cash flow).
MRNSTR WORLD BOND CAT (MSTRWBC)	The Morningstar US World Bond Category Index consists of portfolios that invest 40% or more of their assets in foreign bonds. Some world-bond portfolios follow a conservative approach, favoring high-quality bonds from developed markets. Others are more adventurous and own some lower-quality bonds from developed or emerging markets. Some portfolios invest exclusively outside the U.S., while others regularly invest in both U.S. and non-U.S. bonds.
MSCI EAFE NET (MSEAFANR)	The Morgan Stanley Capital International (MSCI) EAFE Net Returns Index is a free float-adjusted market capitalization index that is designed to measure the equity market performance of developed markets, excluding the US & Canada. The Net Total Return methodology employs a standard withholding tax by applying the maximum rate of the company's country of incorporation applicable to institutional investors.
MSCI EMERGING MKTS NET (MSCIEMNR)	The MSCI Emerging Markets Net Returns index is a free float-adjusted market capitalization index that is designed to measure equity market performance of emerging markets. The Net Total Return methodology employs a standard withholding tax by applying the maximum rate of the company's country of incorporation applicable to institutional investors.
RUSSELL 2000 (FR2000)	The Russell 2000 Index consists of the smallest 2,000 securities in the Frank Russell 3000 Index. This is the Russell Company's small-capitalization index that is widely regarded in the industry as the premier measure of small-capitalization stocks.
RUSSELL MIDCAP (FRMIDCAP)	The Russell Midcap Index measures the performance of the 800 smallest companies by market capitalization in the Russell 1000 Index. This mid-cap index represents approximately 31% of the Russell 1000 index total market capitalization.
S&P 500 (S&P500)	The S&P 500 Index consists of 500 stocks chosen for market size, liquidity, and industry group representation. It is a market-value weighted index (stock price times number of shares outstanding) with each stock's weight in the Index proportionate to its market value. The S&P 500 is one of the most widely-used benchmarks of U.S. equity performance. Performance includes reinvestment of dividends.

Wells Fargo Advisors is a trade name used by Wells Fargo Clearing Services, LLC, a registered broker-dealer and non-bank affiliate of Wells Fargo & Company.

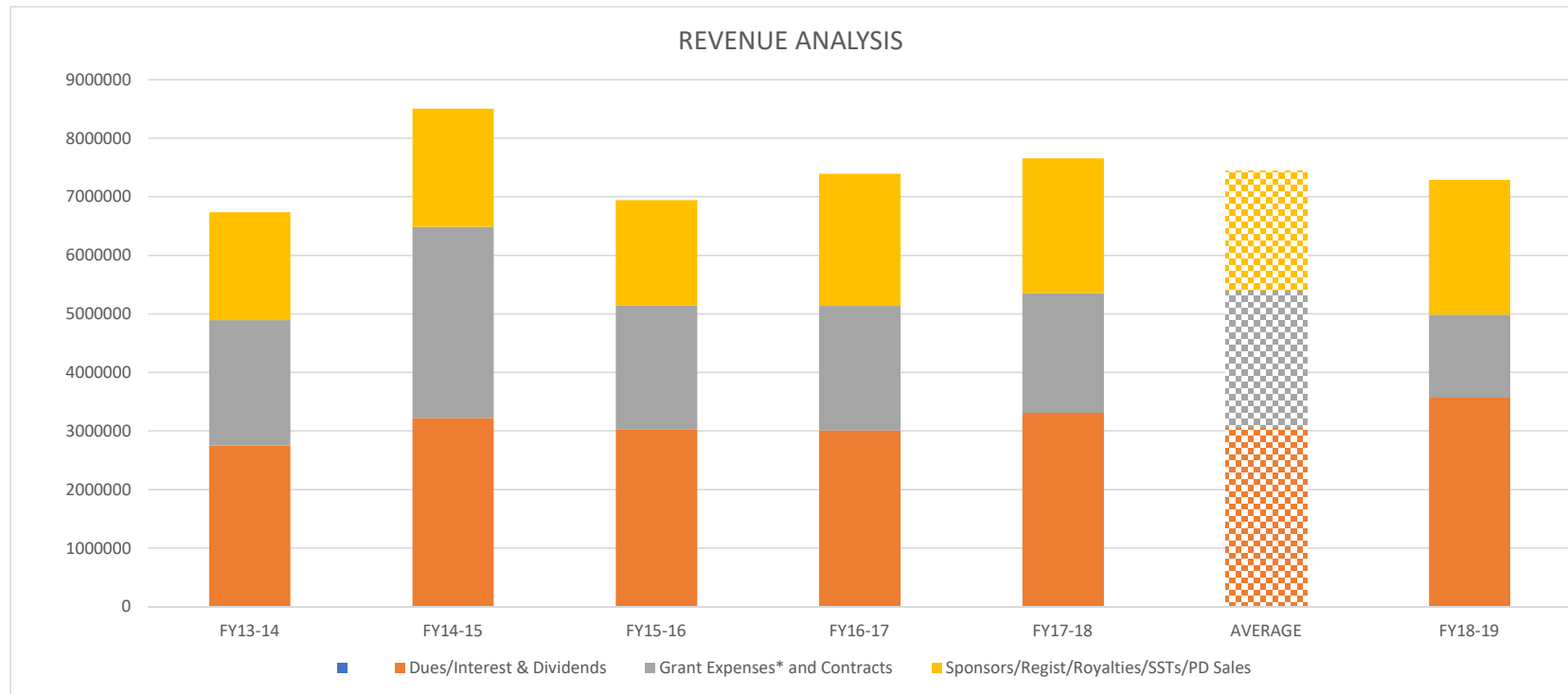
PROJECTED REVENUES

10/15/18

COUNCIL OF THE GREAT CITY SCHOOLS

REVENUE ANALYSIS

	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FIVE YEAR AVERAGE	PROJECTED FY18-19
Dues/Interest & Dividends	\$ 2,754,217	\$ 3,226,209	\$ 3,032,202	\$ 3,014,100	\$ 3,310,555	\$ 3,067,457	\$ 3,572,531
Grant Expenses* and Contracts	\$ 2,141,557	\$ 3,262,715	\$ 2,117,140	\$ 2,122,690	\$ 2,045,757	\$ 2,337,972	\$ 1,418,028
Sponsors/Regist/Royalties/SSTs/PD Sales	\$ 1,843,058	\$ 2,015,910	\$ 1,794,376	\$ 2,256,369	\$ 2,302,490	\$ 2,042,441	\$ 2,302,491
<i>* Expenditures, NOT Revenues</i>							
TOTAL REVENUE	\$ 6,738,832	\$ 8,504,834	\$ 6,943,718	\$ 7,393,159	\$ 7,658,802		\$ 7,293,050
CARRYOVER BALANCES	\$ 10,341,451	\$ 8,696,127	\$ 9,997,892	\$ 10,346,028	\$ 8,721,854		



SUBCOMMITTEE ON MEMBERSHIP

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on Membership

2018-2019

Subcommittee Goal

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

Chair

Thomas Ahart, Des Moines Superintendent

Members

Sharon Contreras, Guilford County Superintendent

William Hite, Philadelphia Superintendent

Barbara Nevergold, Buffalo School Board

Raquel Reedy, Albuquerque Superintendent

Susan Valdes, Hillsborough County School Board

Van Henri White, Rochester School Board

Ex Officio

Larry Feldman, Miami-Dade County School Board

COUNCIL OF THE GREAT CITY SCHOOLS

Membership by Region

October 2018

East (E)	Midwest (MW)	Southeast (SE)	West (W)
Boston	Arlington (TX)	Atlanta	Albuquerque
Bridgeport	Aurora	Baltimore	Anchorage
Buffalo	Austin	Birmingham	Fresno
Cincinnati	Chicago	Broward County	Hawaii
Cleveland	Dallas	Charlotte	Las Vegas
Columbus	Denver	Charleston	Long Beach
Dayton	Des Moines	Guilford County	Los Angeles
Detroit	El Paso	Jackson	Oakland
Newark	Ft. Worth	Jacksonville	Portland
New York City	Houston	Louisville	Sacramento
Philadelphia	Indianapolis	Memphis-Shelby Cty	San Diego
Pittsburgh	Kansas City	Miami-Dade County	San Francisco
Providence	Milwaukee	Nashville	Santa Ana
Rochester	Minneapolis	New Orleans	Seattle
Toledo	Oklahoma City	Norfolk	Stockton
Toronto	Omaha	Orlando	
	San Antonio	Palm Beach	
	St. Louis	Puerto Rico	
	St. Paul	Richmond	
	Tulsa	St. Petersburg	
	Wichita	Tampa	
		Washington D.C.	
16	21	22	15

COMPOSITION OF EXECUTIVE COMMITTEE

CONCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE

FOR FISCAL YEAR 2018-2019 (as of 10/3/18)

	EXPIRATION OF TERM	POSITION		SEX		RACE					REGION			
		SUPT	BOARD	MALE	FEMALE	AA	HISPANIC	WHITE	ASIAN	OTHER	EAST	MW	SE	WEST
1	Feldman, Larry,Chair		1	1				1					1	
2	Gordon, Eric, Chair-Elect	1		1				1			1			
3	O'Neill, Michael,Secty/Trea		1	1				1			1			
4	Felton Williams, IPChair		1	1		1								1
5	Ahart, Tom	1st 6/30/19	1	1				1				1		
6	Cabrera, Juan	1st 6/30/20	1	1			1				1			
7	Carranza, Richard	Knowles6/30/19	1	1			1				1			
8	Contreras, Sharon	1st 6/30/20	1		1	1							1	
9	Cruz, Paul	1st 6/30/18	1	1			1				1			
10	Davis, Valerie	O'Neil 6/30/19		1	1					1				1
11	Guerrero, Guadalupe	A Lora 6/30/19	1	1			1							1
12	Haynes, Happy	1st 6/30/20		1	1	1						1		
13	Hinojosa, Michael	1st 6/30/20	1	1			1				1			
14	Hite, Bill	1st 6/30/20	1	1		1					1			
15	Jenkins, Barbara	1st 6/30/20	1		1	1							1	
16	Merica, Lacey	1st 6/30/20		1	1			1				1		
17	Nevergold,Barbara	CGray 6/30/19		1	1	1					1			
18	Paz, Ashley	1st 6/30/20		1	1			1				1		
19	Reedy, Raquel	M King 6/30/20	1		1		1							1
20	Snelling, Elisa	Edgcmb 6/30/18		1	1			1						1
21	Valdes, Susan	1st 6/30/20	1		1		1						1	
22	White, Van Henri	RonLee 6/30/20		1	1	1					1			
23	Woo, Darrell	MCooper 6/30/19		1	1				1					1
24	Wright, Paula	1st 6/30/19		1	1	1							1	
TOTAL		11	13	13	11	8	7	7	1	1	6	7	5	6

Composition of Executive Committee
FY2018-19 as of October 2018

Region	Male	Female	Board	Supt	Black	Hispanic	White	Other	Totals
East	5	1	3	3	3	1	2	0	6
Southeast	1	4	3	2	3	1	1	0	5
Midwest	4	3	3	4	1	3	3	0	7
West	3	3	4	2	1	2	1	2	6
Totals	13	11	13	11	8	7	7	2	24

MEMBERSHIP REQUEST FROM ALIEF, TX

October 8, 2018

Michael Casserly
Executive Director
Council of the Great City Schools
1331 Pennsylvania Avenue, N.W., Suite 1100N
Washington, D.C. 20004

Mr. Casserly,

This correspondence serves as a formal letter of interest in membership to your Council of the Great City Schools. As the Superintendent of Schools for the Alief Independent School District I would like to share with you a little about our district and the community we serve.

Alief is a diverse district which serves students in the southwest area of the nation's 4th largest city Houston, Texas. With a student enrollment of more than 46,000 students in grade levels Pre K-12, our district serves a population with more than 80 languages. According to our 2017/2018 data, 43.55% of our students are Limited English Proficient, 99.52% are Title I students and our ethnicity enrollment is as follows:

Hispanic/Latino	53.14%
Black/African American	28.97%
Asian	11.95%
White	4.06%
American Indian/Alaskan	1.11%
Hawaiian/Pacific Island	0.14%
Two or More	0.63%

These numbers are just a reflection of the community we serve. Our district is made up of 47 campuses including several school of choice options for our students from an Early College High School, STEM Academy, International School and a new state of the art Center for Advanced Careers along with numerous award winning programs providing our students with meaningful academic and career pathway opportunities.

I would like to thank you for your consideration of our district membership to your Council. I look forward to hearing from you soon.

Sincerely,



HD Chambers
Superintendent of Schools

Key Statistics on Alief, TX

	Council By-laws Criteria	Alief Independent School District
Population of city	250,000	106,657
School district enrollment	35,000	47,265
	Council Average	Alief Independent School District
Free/reduced price lunch	70%	80%
Percent African American	29%	29%
Percent Hispanic	40%	52%
Percent ELL	17%	38%

MEMBERSHIP REQUEST FROM MANCHESTER, NH



MANCHESTER SCHOOL DISTRICT
SCHOOL ADMINISTRATIVE UNIT NO. 37
195 McGregor Street, Suite 201
Manchester, NH 03102
Telephone: 603.624.6300 • Fax: 603.624.6337

Joyce Craig
Mayor & Chair of the
Board of School Committee

Bolgen Vargas, Ed.D.
Superintendent of Schools

October 9, 2018

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

Re: Council of the Great City Schools Petition Letter

Dear Dr. Casserly:

On behalf of the Manchester School District (MSD) and the City of Manchester, New Hampshire, please accept this letter of petition for MSD's membership with the Council of the Great City Schools (Council).

Manchester is the largest, most diverse city in New Hampshire, and the largest city in Northern New England; similarly, MSD is the largest and most diverse school district in the state. Manchester was incorporated as a city in 1846 and is located in Hillsborough County, approximately 60 miles north of Boston, situated along the banks of the Merrimack River. Current estimates put Manchester's population at 111,196.

MSD was established in 1875 and is the oldest school district in New Hampshire. It currently serves approximately 13,600 students. MSD is overseen by the Manchester Board of School Committee (BOSC). The BOSC has 15 members including representatives from each of Manchester's 12 wards, 2 at-large representatives, and the Mayor, who serves as the Chair. The Mayor and all other BOSC members are elected every 2 years. The current members of the BOSC are:

1. Sarah Ambrogi, Ward 1
2. David Scannell, Ward 2
3. Mary Ngwanda Georges, Ward 3
4. Leslie Want, Ward 4
5. Lisa M. Freeman, Ward 5
6. Dan Bergeron, Ward 6
7. Ross Terrio, Ward 7
8. Jimmy Lehoux, Ward 8

It is the policy of the Manchester Board of School Committee, in its actions, and those of its employees, that there shall be no discrimination on the basis of age, sex, race, color, marital status, physical or mental disability, religious creed, national origin or sexual orientation for employment in, or operation and administration of any program or activity in the Manchester School District. The Title IX Coordinator is Pamela Hogan; the 504 Coordinator is Mary Steady. Please see above for contact information.

- 9. Arthur Beaudry (Vice Chair), Ward 9
- 10. John Avard, Ward 10
- 11. Katie Desrochers, Ward 11
- 12. Kelly Thomas, Ward 12
- 13. Richard H. Girard, At-Large
- 14. Vacant, At-Large
- 15. Joyce Craig, Mayor and Chair

MSD is comprised of 22 schools, 14 elementary schools, 3 middle schools, 3 high schools, and 1 career high school. The student population is the most diverse in the state of New Hampshire. Students of color make up 42% of the total district population and includes high percentages of Hispanic (23%), African American (9%) and Asian/Pacific Islander (5.2) students. The MSD also has high percentages of students eligible for free/reduced price lunch (57%), and English Language Learners or ELLs (15%) in comparison to state averages (students of color – 15%, Hispanic - 6%, Asian/Pacific Islander - 3.4% and African American - 2%; eligible for free/reduced price lunch – 27%, ELLs – 2%).

MSD is a national-leader in competency-based education and project-based learning (PBL). The Hewlett Packard Foundation and the Buck Institute recently selected MSD as one of two school districts in the country – the other is Pearl City-Waipahu Complex Area in Hawaii – to receive a significant investment to scale-up high-quality PBL across the district. The goal is by 2021 for at least 80% of MSD’s students to be engaged in two high-quality PBL experiences per year, beginning in kindergarten.

We are eager to begin a partnership with the Council. MSD is currently working with a community movement called Manchester Proud to reimagine learning in the City. Manchester Proud is leading an inclusive, community-driven process to create a new strategic plan for MSD that is by and for all the people of Manchester. This process would greatly benefit from the insight, experience, and knowledge of the Council’s membership. MSD also looks forward to contributing as an active member of the Council. We share a common commitment to ensuring all of our students graduate ready to thrive in the twenty-first century.

Should you have any questions or require any additional information, please contact us at 603-624-6300.

Thank you.



Joyce Craig, Mayor
Chairman, Board of School Committee



Bolgen Vargas, Ed.D.
Superintendent of Schools

It is the policy of the Manchester Board of School Committee, in its actions, and those of its employees, that there shall be no discrimination on the basis of age, sex, race, color, marital status, physical or mental disability, religious creed, national origin or sexual orientation for employment in, or operation and administration of any program or activity in the Manchester School District. The Title IX Coordinator is Pamela Hogan; the 504 Coordinator is Mary Steady. Please see above for contact information.

Key Statistics on Manchester, NH

	Council By-laws Criteria	Manchester School District
Population of city	250,000	110, 506
School district enrollment	35,000	14, 396
	Council Average	Manchester School District
Free/reduced price lunch	70%	57%
Percent African American	29%	8%
Percent Hispanic	40%	18%
Percent ELL	17%	10%

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 Downtown Hotel, Atlanta, GA

Bilingual Directors Meeting

May 15-19, 2018

Renaissance Hotel, Ft. Worth, TX

Curriculum & Research Directors' Meeting

June 25-28, 2018

Marquette Hotel, Minneapolis, MN

Public Relations Executives Meeting

July 12-14, 2018

Hyatt Regency Hotel, Garden Grove, CA

Executive Committee Meeting

July 20-21, 2018

Hilton Hotel, 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, Chief Information Officers, Procurement Directors, Internal Auditors & Risk Managers Joint Conference

November 6-9, 2018

Hutton Hotel, Nashville, TN

**COUNCIL OF THE GREAT CITY SCHOOLS
2019 Conference Schedule**

Executive Committee Meeting

January 25-26, 2019

Kimpton Hotel Monaco, Denver

HRD/Personnel Directors Meeting

February 11-15, 2019

Hotel Albuquerque at Old Town, Albuquerque, NM

Legislative/Policy Conference

March 16-19, 2019

The Mayflower Hotel, Washington, DC

Chief Operating Officers Conference

April 2-5, 2019

Hyatt Regency Hotel, Columbus, OH

Bilingual Directors Meeting

May 5-17, 2019

B Ocean Resort Hotel, Ft. Lauderdale, FL

Curriculum & Research Directors' Meeting

TBD 2019

Public Relations Executives Meeting

July 11-13, 2019

Omni Shoreham, Washington, DC

Executive Committee Meeting

July 19-20, 2019

Intercontinental Hotel Times Square, New York City

Annual Fall Conference

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

Chief Financial Officers Conference

November 2019

WINTER EXECUTIVE COMMITTEE MEETING

COUNCIL OF THE GREAT CITY SCHOOLS

Winter Meeting of the Executive Committee

**Hosted by
Happy Haynes, School Board
DENVER PUBLIC SCHOOLS**

January 25 and 26, 2019

CONFERENCE HOTEL:

**Kimpton Hotel Monaco Denver
1717 Champa St
Denver, Colorado 80202
Telephone: 303-296-1717**

**GROUP RATE: \$169/night for Single and Double Occupancy
Plus 15.75% tax**

This hip hotel is an 8-minute walk from Larimer Square and 10 minutes from Denver Union Station. Colorful, plush rooms have Italian bed linens, designer bath amenities, honor bars and flat-screen TVs, plus yoga mats. Wi-Fi is free for loyalty program members, and room service is available (fee). Pets get loaner beds, bowls, food and mats.

The hotel boasts 4,000 square feet of flexible meeting space, making it ideal for board meetings, social functions, memorable seminars, and more. A wine hour with chair massages is complimentary, as are loaner bikes and morning tea and coffee. There's an on-site spa and 24-hour fitness center, and a restaurant serving all meals. Valet parking is available.



SUMMER EXECUTIVE COMMITTEE MEETING

COUNCIL OF THE GREAT CITY SCHOOLS

Summer Meeting of the Executive Committee

**Hosted by
Richard Carranza, Chancellor
New York City Department of Education**

July 19 and 20, 2019

CONFERENCE HOTEL:

**InterContinental New York Times Square
300 West 44th Street
New York, New York 10036
Main Telephone: 212-803-4500**

**GROUP RATE: \$259/night for Single and Double Occupancy
Plus 14.75% tax**

Set in the Times Square district, this striking high-rise hotel is less than a mile from Central Park and 2 miles from The Metropolitan Museum of Art.

The upscale rooms feature city views and bathrooms with rainfall showerheads, plus Wi-Fi, flat-screen TVs, iPod docks and Keurig coffeemakers. Upgraded rooms add sitting areas with pull-out sofas. Suites offer floor-to-ceiling windows with skyline vistas, separate living and dining areas, and soaking tubs.

Amenities include a cocktail bar, and a sophisticated restaurant by chef Todd English offering upmarket French cuisine, plus a 24-hour fitness center, a business center and 10 meeting rooms.



**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 2nd 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

COUNCIL OF THE GREAT CITY SCHOOLS

2020 Annual Fall Conference

**Hosted by
Dallas Independent School District**

October 14-18, 2020

CONFERENCE HOTEL:

**Sheraton Dallas Hotel
400 North Olive Street
Dallas, TX 75201
Telephone: 214-922-8000**

**GROUP RATE: \$209/night for Single and Double Occupancy
Plus 15.26% tax**

Set in the Arts District, this upscale hotel is a 3-minute walk from the Pearl Street/Arts District light rail station, and a 7-minute walk from shopping at the landmark Neiman Marcus Building.

Streamlined rooms have flat-screen TVs and Wi-Fi (fee), plus work desks with ergonomic chairs. They also have minifridges and coffeemakers. Club rooms provide access to a lounge with complimentary continental breakfast, all-day snacks and evening appetizers. Room service is available.

Amenities include a casual restaurant, a cafe and a sports lounge, as well as a fitness center and an outdoor pool. There's also meeting space and a 24/7 business center.



FALL CONFERENCE 2021

COUNCIL OF THE GREAT CITY SCHOOLS

2021 Annual Fall Conference

**Hosted by
The School District of Philadelphia**

October 20-24, 2021

CONFERENCE HOTEL:

**Philadelphia 201 Hotel
201 N 17th Street
Philadelphia, PA 19103
Telephone: 215-448-2000**

**GROUP RATE: \$229/night for Single and Double Occupancy
Plus 16.37% tax**

Just two blocks from the Pennsylvania Convention Center, this downtown hotel is a 2-minute walk from Logan Square and within walking distance of Love Park, the Franklin Institute and the iconic Philadelphia Museum of Art.

Traditional rooms offer Wi-Fi (fee) and flat-screen TVs. There's an atrium restaurant that serves light meals and cocktails, and a cafe that's open for breakfast. Other amenities include an indoor pool, an exercise room and 58,000 square feet of meeting space, including a rooftop ballroom.



AWARDS PROGRAMS

GREEN GARNER AWARD

COUNCIL OF THE GREAT CITY SCHOOLS
2018 Green-Garner Award
Superintendent Finalists

Tom Boasberg
Denver Public Schools

Juan Cabrera
El Paso Independent School District

Alberto Carvalho
Miami Dade County Schools

Kriner Cash
Buffalo City Public Schools

Anthony Hamlet
Pittsburgh Public Schools

Michael Hinojosa
Dallas Independent School District

Dorsey Hopson
Shelby County Schools

Clayton Wilcox
Charlotte Mecklenburg Schools

Alicja Winnicki
New York City Dept. of Education

PARTNERSHIP PROPOSALS

www.teachingchannel.org



As the leading provider of professional learning, Teaching Channel (Tch) develops the most current, relevant, and individualized teacher support materials to address local, state and national trends in education including effective classroom instruction and assessments, building capacity, NGSS, Equity in Education, and Social Emotional Learning. The Tch approach to professional development transcends other PD providers by offering videos, lessons, and observation tools that help teachers feel confident and supported in their efforts to understand and address these trends, ultimately impacting teaching and learning.

Tch recognizes that teacher effectiveness encompasses a wide spectrum of teacher attributes including content-area knowledge, behavior management skills, time management, and the ability to directly contribute to student achievement. Tch provides a unique approach to strengthening these attributes, building teacher capacity through a video observation platform that promotes self-evaluation, self-direction, coaching and mentoring, and job-embedded inquiry; giving teachers more useful, individualized professional learning strategies for growth and improvement.

Teaching Channel has over 1 million subscribers that access our library of more than 1,300 videos. Tch continuously develops broadcast-quality videos that showcase the best in teaching practices. Tch gives teachers the tools and resources to develop their own path towards teacher effectiveness, to direct personal challenges of self-evaluation and ongoing learning, to build confidence in classroom instruction, and to experience the joy of teaching and learning.

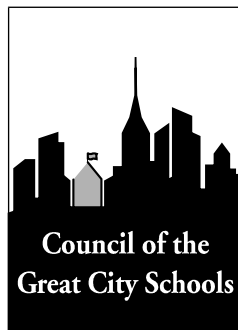
Teaching Channel's mission is to create an environment where teachers can watch, share, and learn new techniques to help every student grow and succeed. We believe teachers should have opportunities to learn from each other and teachers tell us that video has become essential to helping them see a broad range of approaches for working with students and for fostering self-reflection.

Teaching Channel would like to support the great work that The Council of the Great City Schools accomplishes across the urban school districts in the United States, by offering our award winning world class professional development platform to every single teacher in each of your districts with a Free Lifetime Subscription to Teaching Channel. There is no catch or promise of future business implied with this offer. Every student deserves to have a teacher that has access to the best professional development that is available.

We are moving to provide this great resource to every teacher in America for free. I look forward to answering any questions you may have as it relates to this offer.

Guy Harrington, President Teaching Channel
gharrington@teachingchannel.org 402-301-3232

STRATEGIC PLANNING



Council of the Great City Schools

THE NATION'S VOICE FOR URBAN EDUCATION

Strategic Plan, 2019-2024

Strategic Plan Of the Council of the Great City Schools 2019-2024

Organization

The Council of the Great City Schools is a coalition of 72 of the nation’s largest urban public-school districts, founded in 1956 and incorporated in 1961. The group was formed with 12 big-city school systems at a period in American history when the nation’s cities and their public schools were undergoing substantial transition and there was no formal national organization that could help address the challenges ahead.

The organization is governed by a board of directors that is composed of the superintendent and one school board member from each city. The Chair alternates each year between a superintendent and school board member. The board of directors elects a 24-member executive committee that is equally composed of superintendents and school board members and that oversees the operation, rules, and finances of the organization when the board is not in session.

The organization has been guided over the last 25 years by three broad goals: to educate all urban students to high standards; to lead, govern, and manage our urban schools efficiently and effectively; and to bolster public confidence in urban education.

Strategic Planning

In late 2017, the leadership of the Council of the Great City Schools initiated a strategic planning process to guide the organization over the next five years. The process involved an extensive survey of the membership, a retreat by the organization’s executive committee, and a detailed analysis of organizational assets and liabilities by the group’s senior staff members. From survey results, the membership articulated several critical needs and priorities, including—

- ❖ Increasing the level of academic achievement throughout and across districts to ensure that students are graduating college and career ready
- ❖ Turning around the lowest performing schools
- ❖ Closing achievement gaps
- ❖ Balancing budgets while delivering quality instruction
- ❖ Strengthening the pipeline of effective educators
- ❖ Increasing public confidence in public schools

These priorities are consistent with the Council’s long-standing vision, mission, values, and goals.

Vision of the Great City Schools

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, values 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, cities will become the centers of a strong and equitable nation with urban public schools successfully teaching our children and building our communities.

Mission of the Great City Schools

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.

Values and Commitments of the Great City Schools

The ongoing work of the Council is built on the following values and commitments that we embrace both for and with our students:

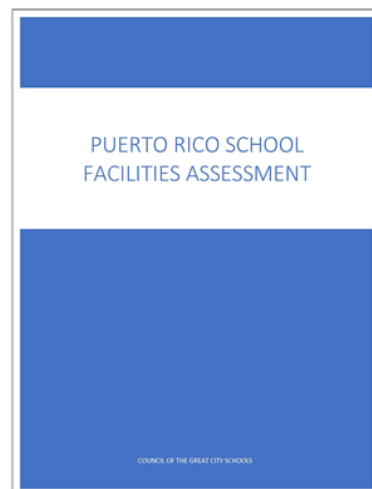
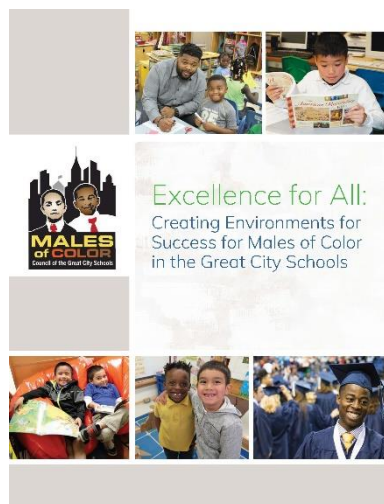
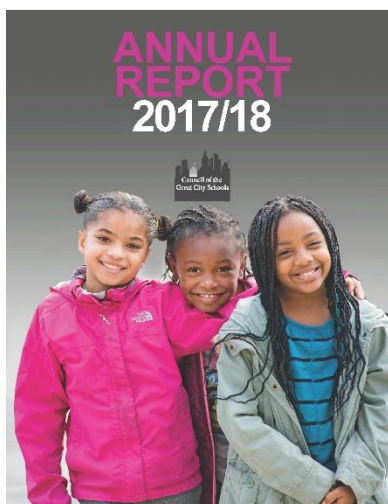
1. *Leadership.* The Council of the Great City Schools is the nation’s premier leader in urban public education. This is true not only because the organization is unrivaled in the field in terms of the quality and innovation of its work, but because it seeks to make its schools the best in the country. In addition, the organization’s leadership is defined by its unwillingness to wait for anyone else to improve the quality of public education for us, instead harnessing the expertise of urban education practitioners across cities—as well as the voices of our communities and students—to take charge of our own, shared future and to show what is possible in our big-city public schools.
2. *Improvement.* The Council and its members embrace continuous improvement in the instructional and non-instructional services provided by the membership and the organization. In many ways, this long-standing commitment sets the organization apart from other national education associations who simply represent and defend their memberships or constantly change priorities. 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.

3. *Accountability.* The Council has sought ways to demonstrate accountability for results and foster a culture of shared responsibility for the education of urban children. 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 initiation of the NAEP Trial Urban District Assessment, its hard-hitting Strategic Support Team reviews of districts, its research reports, and other activities and efforts.

4. *Equity.* The Council is a strong and outspoken voice for equity, equality, opportunity, and social justice. Over the years, the organization has repeatedly spoken out on the education-related 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.

5. *High Expectations.* The Council is unwavering in its demand for quality work from ourselves and our students. The organization 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.

6. *Integrity.* The organization is uncompromising in its veracity, consistency, and truthfulness in the pursuit of its mission—including the ability to self-critique. These qualities have helped build the organization’s reputation for forthrightness with the public, the media, and government. The group works from the assumption that if one builds a reputation for high quality and integrity then the organization attracts the right kind of attention and support.



The Challenges Ahead for the Great City Schools

The nation's urban public schools face an extraordinarily difficult landscape over the next five years. These challenges might best be characterized as falling into the following categories—

- *Pressure for Better Academic Performance.* Despite improvements, the nation's urban school systems and the Council will encounter ever greater pressure to advance further. This pressure will come from many sources and will have multiple agendas, but ultimately the health and welfare of the nation depends on our ability to raise student achievement and close achievement gaps. The challenge to urban school systems will be to improve our outcomes as student needs remain high.
- *High Student Needs and Scarce Funding.* The needs of urban school students are expected to remain high over the next several years. There is no reason to think that poverty, language needs, disability status, and other challenges that students bring to school will fade over the next several years. In fact, even with a pull-back in immigration, there are likely to be substantial numbers of English learners, students living in poverty, and students with disabilities in urban schools. This dynamic may be further exacerbated by the rising gentrification and increasing polarization of the population.
- *Dominance of State Policy and Governance.* State authority in educational policy making has waxed and waned over the decades, but it is now resurgent and is expected to remain a prevalent force for the foreseeable future. This prevalence was codified in the latest authorization of the *Every Student Succeeds Act*, which essentially pulled the federal government back from any leading role in educational decision making. The challenge to urban schools will be to maneuver around or create common ground with a governing entity that may sometimes be hostile to urban interests. Either way, the historic bonds between the federal government and the nation's major urban areas is steadily eroding.
- *Rising Polarization and Partisanship.* The political landscape both in Washington and in state capitols has become debilitatingly partisan and antagonistic to public entities of every type. This partisanship is fed, in part, by rising distrust of public institutions and government *writ large*. The challenge for urban schools will involve remaining as bipartisan as possible and maintaining good relations with supporters in both political parties.
- *Appeal of Choice and Charters.* Choice and charter schools have been backed by a bipartisan base of proponents for some 25 years. Despite evidence of mixed efficacy, there is little indication that support will end anytime soon. While the Council supports effective charter schools—with appropriate local oversight and accountability, choice advocates and critics of public education have sought to portray them as a replacement—rather than a partner—for traditional public schools, essentially weaponizing them in an effort to dismantle the public-school system. In reality, our district public schools will remain the primary institution for serving the full range of diverse learners in urban areas for years to come. The challenge for districts, then, will be communicating the vital and enduring role public schools play in advancing educational, social, and economic opportunities.

- *Changing Press Imperatives.* Economic pressure on the media has resulted in substantial cuts in funding and staff for newspapers and television stations across the country. One of the consequences is a rise in sensationalized coverage of the perceived failures of government institutions in general—and public schools in particular— in order to build audience share. Journalists and news organizations are also increasingly partisan in their coverage, allowing their reporting of news to reflect underlying political agendas or allegiances. Finally, another consequence of funding and staffing cuts to traditional media outlets is the rise of alternative forms of media (including blogs and various social media platforms). This has meant an explosion in the sheer numbers and varieties of people who are now considered part of the press—a palpable challenge for communications directors and staff charged with building and maintaining relationships with the media and ensuring fair and accurate coverage of public schools.
- *Increasing Racial Divisions and Hostilities toward Immigrants.* Underneath many of the challenges already articulated is an emerging division in the American population defined by race, income, native language, class, national origin, and sense of victimization. These divisions are being fanned and encouraged in ways that are more open now than ever, and they show little sign of ebbing. This climate can be felt acutely in urban areas and big-city schools, which serve the highest numbers of diverse and immigrant students. The support for public education, moreover, requires a sense of shared responsibility for the nation’s future. This sense of common purpose appears to be fracturing, and the lack of unity will challenge public education and the nation in ways that are hard to predict.
- *Other challenges.* The nation’s urban public schools are also faced with challenges around the scarcity of diverse educators who are ready and willing to work in urban education, the waning of community partnerships in some locales, and pushback on high standards, standardized tests, and accountability.



Goals and Strategies of the Great City Schools

The Council pledges to build on the legacy of continuous improvement and collective action it has constructed over the years to expand opportunities for all our children. The Council proposes to remain faithful to its three main goals between 2019 and 2024, adjusting its tactical efforts from time to time to ensure that it can address any new or foreseeable challenges. The strategies and tactics to be employed to achieve the organization’s goals include the following.

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

Strategy:

Build the capacity of the membership to implement high standards and improve student achievement. This strategy will have three prongs: an emphasis on continuing *districtwide* academic improvements; a focus on turning around our chronically low-performing *schools*; and a concentration on supporting the academic growth of *student groups* that have been historically underserved, including males of color, English learners, students with disabilities, and students living in poverty.

Tactics:

1. Enhance and protect federal financial support and regulatory flexibility for urban school systems. Ensure continued targeting of federal aid for major urban school systems, protect major civil rights protections, and support local flexibility in program operations. Continue strong urban school advocacy in the nation’s capital.
2. Lead and support the continuing implementation of challenging college- and career-readiness standards. Maintain emphasis on successful implementation of common core standards or similar college- and career-readiness standards, high-quality assessments, and support for high standards of academic attainment for urban students.
3. Conduct continuing research on why and how some urban school *systems* improve faster than others, draw lessons, identify high-leverage approaches, and imbed emerging findings into the Council’s technical assistance, resources, conferences, and professional development. Synthesize lessons learned from the many Strategic Support Teams and technical assistance that the Council has provided over the years to help build member capacity to improve student achievement.
4. Support and improve *schools* in our cities that are identified as the lowest performing. Conduct additional research on strategies that districts are using to

- improve their lowest-performing schools, draw broad lessons, provide technical assistance to districts with these schools, and track trends.
5. Identify, develop, and emphasize effective initiatives for improving the academic attainment of males of color, English learners, students living in poverty, and *students* with disabilities. Track which member districts make the most progress for each student group, identify reasons for the improvements, and build member support around lessons learned.
 6. Pilot test methods of augmenting balanced literacy in urban schools and assess the effects of these strategies on reading performance. (The Council has piloted a new approach to balanced literacy in Nashville that showed promising results. The pilot is being expanded to San Antonio in the fall of 2018.)
 7. Track our performance on the Trial Urban District Assessment, state assessments, and the organization's Academic Key Performance Indicators (KPIs) to gauge progress and identify where additional emphasis is needed. Automate the academic KPIs for improved district access and usage. Begin tracking core-course participation rates among urban students and build strategies for enhancing the numbers of students successfully completing these courses, particularly in math.
 8. Pressure commercial organizations to improve the quality of their instructional products, particularly for struggling students and English learners, and enhance member use of Council tools, such as the Professional Learning Platform and Curriculum Framework, to improve academic achievement.
 9. Encourage social services and wrap-around supports for urban students—but not as a substitute for higher standards of instruction. Conduct research on district use of social-emotional and social support strategies and help assess the effects on academic attainment. Retain academic achievement as the organization's primary goal.
 10. Conduct research on the numbers and percentages of educators of color in member districts and begin developing strategies for increasing those numbers and percentages. Document and disseminate promising practices and lessons learned from educator pipeline programs in districts around the country.
 11. Partner with colleges of education in the Great Cities in preparing the next generation of educators and diversifying the teacher force in urban schools.
 12. Create a new urban school executive management training program for district instructional leaders to help improve academic leadership and programming.

13. Continue to convene regular meetings of chief academic officers, bilingual education directors, directors of teaching and learning, research directors, and special education directors to foster and enhance collaboration, mutual support, and ability to act collectively. Increase the numbers of member staff participating in these meetings and coordinate the agendas of the meetings with priorities of the executive committee and board of directors.

Metrics:

The Council will monitor and gauge progress on this goal by using the following metrics.

Outputs	Outcomes
1. Guidance and data to Congress on the need, value, and use of federal dollars in urban school systems.	Continued targeting of federal financial aid for urban school systems.
	Changes to regulatory language indicating increased flexibility for urban school districts.
2. a) A report analyzing factors contributing to urban school improvement.	Improved district performance on NAEP, state assessments, the Council’s academic key performance indicators, and other indicators of academic improvement.
b) A report synthesizing lessons learned across strategic support teams in academics and instruction.	Higher graduation rates and levels of college and career readiness.
3. Technical assistance and support for low-performing schools in the ten districts participating in the Wallace Foundation turnaround initiative.	Higher student performance in struggling schools across the ten Wallace Foundation turnaround initiative districts.
4. A report identifying and analyzing the characteristics and strategies of districts that have made strong progress improving outcomes for males of color, ELLs, students living in poverty, and students with disabilities.	Improved academic outcomes for historically underserved student groups, including males of color, ELLs, students with disabilities, and students living in poverty.
5. An evaluation of the effects of the Balanced Literacy initiative in pilot districts, and dissemination of lessons learned.	Higher reading performance in Balanced Literacy pilot districts.
6. a) Annual reporting on district performance on NAEP, state assessments, and academic key performance indicators.	Improved district performance on NAEP, state assessments, the Council’s academic key performance indicators, and other indicators of academic improvement.
b) An automated system of academic KPIs for member use.	Improved district performance on NAEP, state assessments, the Council’s academic key

	performance indicators, and other indicators of academic improvement.
7. a) Greater number of companies and organizations producing high-quality, standards-aligned instructional materials for ELLs and struggling students.	Improved academic outcomes for ELLs and struggling students.
b) An online Professional Learning Platform providing professional development for effective instruction of struggling students.	Improved academic outcomes for ELLs and struggling students.
8. Survey of district practices around social-emotional and social support strategies.	Appropriate metrics and linkages to academic achievement and completion.
9. a) A survey of the numbers and percentages of teacher of color in member districts.	Increased number of educators of color in member districts.
b) Summaries of promising teacher and leader pipeline programs across the country.	Stronger human capital strategies for identifying and developing educators in urban school systems.
10. Revitalized network of Great City Colleges of Education and boost participation.	Improved local collaboration, pipelines, and joint initiatives.
11. A new urban school executive management training program for district instructional leaders.	Stronger, more effective instructional leadership.
12. Annual meetings of chief academic officers, bilingual education directors, research directors, and special education directors.	A strong and growing network of academic leaders and staff across urban school districts.



**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.**

Strategy

Build the capacity of urban school boards, superintendents, and managers to lead, govern, and manage our districts; improve the academic and operational performance of our school districts; and bolster the tenures of effective urban school leaders.

Tactics:

1. Expand the organization’s work to strengthen the governing capacity of member school boards and bolster the working relations between boards and superintendents. This will involve new professional development and more technical assistance to sitting school boards and cross-district support of board teams, school board presidents, and new school board members on both effective governance and their roles in improving student achievement.
2. Provide technical assistance, ongoing mentoring, and support for member superintendents through a cadre of successful former superintendents. The Council will pursue additional financial support to provide mentors for new superintendents in the organization’s membership, participate on new superintendent transition teams, and provide on-site orientation for new superintendents.
3. Revamp and expand the Council’s urban school executive’s management training program to include chief operating officers, chief financial officers, human resource directors, chief information officers, and key academic leaders. Coordinate this effort with the Casserly Institute.
4. Sustain and improve the Council’s performance management system and its non-instructional key performance indicators. Analyze urban districts with exemplary governance and operations and use the results to track and improve school board governance, organizational and process effectiveness, cost-efficiency, and return-on-investment. Conduct additional analysis of progress on operational key performance indicators across districts and strategies that produce better results.
5. Continue to provide Strategic Support Teams (SSTs) and technical assistance to member school systems on management and operational issues. SSTs will focus on in the areas of organizational structure, staffing levels, human resources, facilities operations, maintenance and operations, budget and finance operations, information technology, safety and security, procurement, food services, and transportation.

6. Begin synthesizing the results of the Council’s many SSTs over the years to articulate lessons learned and best practices. The Council has conducted some **300** SSTs over the last 20 years. The results, in combination with the key performance indicators, have significantly improved operations across the Great City Schools. The Council will begin synthesizing lessons learned and best practices to allow the membership to sustain and improve the gains made over the years.
7. Convene regular meetings of operational and finance staff to foster and enhance collaboration, mutual support, and the ability to act collectively. Coordinate agendas of job-alike meetings of the human resource directors, chief operating officers, chief financial officers, and information technology directors with priorities of the executive committee and board of directors.
8. Continue responding to ongoing information requests, providing data and best practices, sharing data, and conducting customized research for member district staff.

Metrics:

The Council will monitor and gauge progress on this goal by using the following metrics.

Outputs	Outcomes
1. a) Cross-district professional development for board teams, school board presidents, and new school board members on effective governance.	Stronger, more effective urban school board leadership and increased board and superintendent tenure.
b) On-site technical assistance to sitting school boards on effective governance and their role in improving student achievement.	Stronger, more effective urban school board leadership and increased board and superintendent tenure.
2. Support for new urban district superintendents.	Stronger, more effective district leadership and increased superintendent tenure.
3. A re-envisioned urban school executive management training program for chief operating officers, chief financial officers, human resource directors, and chief information officers.	Stronger, more effective operational leadership.
4. a) An online performance management system and annual	Increased operational efficiency on key performance indicators across member districts.

report on operational data and trends across districts.	
b) Analysis of operational practices among effective urban school districts.	Increased operational efficiency on key performance indicators across member districts.
5. Technical assistance through Strategic Support Team reviews of district financial and operational functions.	Increased operational efficiency on key performance indicators across member districts.
6. A report synthesizing lessons learned across strategic support teams in the area of finance and operations.	Increased operational efficiency on key performance indicators across member districts.
7. Annual meetings of human resource directors, chief operating officers, chief financial officers, and information technology directors.	A strong and growing network of financial and operational leaders and staff across urban school districts.
8. On demand research and information on district management practices.	Increased operational efficiency on key performance indicators across member districts.



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.

Strategy:

Improve the public's perceptions of, support for, and confidence in public education by making progress academically and operationally, letting people know about that progress, and celebrating success. Negative is always louder than positive, so in service of this goal it will be necessary to listen to our critics and address our challenges but avoid spending much time or energy trying to persuade opponents. In sum, our strategy is to make progress and build the capacity of districts to communicate it; it's hard to fight success.

Tactics:

1. Enhance the Council's outreach efforts to the public, placing more explicit emphasis on the successes and progress of urban public schools, and our members' role in strengthening our communities. Place additional priority on finding and sharing examples of district, school, and student success across a broader public audience at the national level.
2. Develop and provide member districts with additional communications tools, platforms, and strategies for improving the public's perception of urban schools at the local level. In addition, create a prototype for districts to use to better communicate with the public in crisis situations, manage negative news, and build the capacity of the membership to tell their own stories of progress and success.
3. Assist districts in developing strategies and models for more effectively engaging parents and community stakeholders. Design a prototype for how urban school leaders could reconceive and enhance their public engagement initiatives and strengthen public trust in the institution.
4. Provide additional Strategic Support Teams to member districts to help improve their capacity to communicate with the public. These teams would consist of expert communications staff from peer districts that have particularly strong programs and initiatives.
5. Conduct polling on the public's perceptions of urban public schools and where and how targeted messaging might prove effective. Seek external funds to support polling like what the Council has done in the past to gauge the public's evolving confidence in urban public education.
6. Expand the Council's social media presence to reach a wider audience when

communicating the progress of urban public education. Step up the organization’s daily postings on social media (Twitter and Facebook) and the numbers of ‘followers’ it has on social media outlets. Expand social media presence into Instagram. Increase use of memes, videos, and photos. Expand use of the Council’s #GreatCityGrads hashtag and connections to the #mybrotherskeeper hashtag.

7. Provide more comprehensive information to national and local community-based groups on the social services that our schools deliver to parents and the community. Distribute this information through national and local parent groups to help build support for their local public schools.
8. Continue conducting the biennial survey of member communications departments, their staffing levels, functions, responsibilities, funding, and the like. Moreover, expand the representation of districts at the annual meeting of the Council’s public relations executives.
9. Strengthen contacts with mainstream media, alternative media, and ethnic media and their reporters to ensure that the Council is called when they are writing stories relevant to urban education.
10. Carefully vet partnerships with external organizations around critical priorities identified by the membership.

Metrics:

The Council will monitor and gauge progress on this goal by using the following metrics.

Outputs	Outcomes
1. Identification and dissemination of stories on the successes and progress of urban public schools through <i>The Urban Educator</i> and other outlets.	Enhanced public support and confidence in urban public schools.
2. A guide for district communications leaders and staff on managing crisis communications.	More effective district messaging and management of crisis situations.
3. A guide for district communications leaders and staff on community, parent, and media engagement.	More effective district communication and engagement of stakeholders, and stronger customer satisfaction.
	Stronger parent and community buy-in and support for public schools.

4. Technical assistance through Strategic Support Team reviews of district communications and community engagement functions.	More effective district communication and engagement of stakeholders.
5. A survey of the public's perceptions of urban public schools.	More effective Council and district communications and messaging to improve public perception of urban public schools.
6. Increased social media presence for the Council.	Enhanced public support and confidence in urban public schools.
7. Tools for districts for increasing parent understanding and access to the social services provided by public schools.	More effective district communication and engagement of stakeholders.
	Stronger parent and community buy-in and support for public schools.
8. Biennial survey of member communications departments, including their staffing levels, functions, responsibilities, and funding.	More effective district communication and engagement of stakeholders.
9. Information and input into mainstream and alternative media coverage of education issues and urban school trends and progress.	Enhanced public support and confidence in urban public schools.
10. Approved partnerships that enhance the Council's support and services for member districts and students.	



Officers of the Council of the Great City Schools

Larry Feldman, Chair of the Board
Miami-Dade County School Board Member

Eric Gordon, Chair-elect of the Board
Cleveland Metropolitan Schools Chief Executive Officer

Michael O'Neill, Secretary/Treasurer
Boston School Committee Member

Felton Williams, Immediate Past Chair
Long Beach School Board Member

Michael Casserly, Executive Director