

or securing other transportation services to ensure that BNS students have access to community-based learning experiences, athletics and enrichment activities.

D. Operations - Safety and Security

Beacon Network Schools will implement the DPS school safety and security plan aligned with District policies, and will submit an E-Plan for approval every year, consistent with the DPS emergency management policy (KDE).

In order to provide a safe and secure environment for all students, staff and other persons authorized to be on school grounds, the IMO School Principal, in consultation with the DPS Office of Safety and Security, will create and maintain an Emergency Response Crisis Management (ERCM) Plan for the school. Key components of the ERCM will include: emergency drill logs, staff preparedness training, identify the School Emergency Response Team and their roles, and ensure readiness of all ERCM equipment such as two-way radios and megaphones.

The BNS emergency response team will:

- Attend district emergency preparedness training annually
- Submit an emergency management plan for the building in accordance with the district's emergency management plan annually at the beginning of each school year
- Train all school personnel (to include students, facility management, and food service personnel) on emergency procedures
- Ensure the school conducts fire drills on a monthly basis and practices other types of drills as directed by the emergency management program within the first 30 days of each semester
- Inform parents of emergency response procedures
- Address mitigation, preparedness, response, and recovery of the school in case of emergencies. Per the E-plan found in appendix P

The BNS IMO Executive Principal works with the District facilities and construction services to schedule and implement necessary facilities upgrades and monitor shared campus agreements.

E. Operations – Food Services

Beacon Network Schools will participate in the DPS food services program which is a financially viable option that complies with state and federal rules and regulations (including free and reduced lunch procedures). Breakfast will be available to all students through the Breakfast in the Classroom program. Healthy choices will be served to all students at lunch to promote healthy eating habits and lifelong nutrition and fitness practices. Meals, foods and beverages sold or served at schools will meet state and federal requirements which are based on the USDA Dietary Guidelines. BNS will participate in the selection and supervision of food services personnel assigned to the schools to ensure that all BNS staff members are working to support the mission, vision and goals of the innovation plan.

F. Budget & Policy Narrative

Beacon Network Schools budget priorities are aligned with the Innovation Plan vision, mission and goals. The budget focuses resources on personalized learning to ensure that: 1) rigorous academic curriculum and instruction are provided through research-proven methods and programs; 2) English language development supports, including Transitional Native Language Instruction when appropriate, are provided to EL students; 3) multiple electives and enrichment classes are offered; 4) intensive reading

and math interventions are provided to students who are struggling; and 5) cutting edge technology is used in teaching and learning.

Financial Innovations

To allow for integration of innovations across BNS IMO schools and to achieve economies of scale in purchasing goods and services, the Beacon Network Schools IMO will use school-based budgets for each school and allocate funds from each school's budget to support shared resources. The Network Leadership Team will make decisions about use of funding in accordance with the BNS mission and goals and sound fiscal practices.

The Beacon Network will seek waivers from the district to enable the school to opt out of district services such as professional development, purchasing of curriculum and assessment materials and services, hiring and supervision of itinerant staff, and other services that the Network Advisory Board determines should be outsourced to ensure the most efficient and effective management of BNS schools. When the school opts out of district services, through SBB+, universal flexibilities, or other agreed upon flexibilities, the corresponding budget amount will be provided to the school in order to purchase services directly.

Beacon Network Schools will continue to budget using actual salaries and regain the difference between actual and averages in school based budgets, which will in turn be consolidated in the BNS IMO budget.

Beacon Network Schools IMO has the authority to collect revenue directly from sponsorships, maintain a bank account, and manage purchasing and accounting related to funds, subject to District oversight through routine reporting to the Office of Budget.

ABNS staff member will be trained by the District to use the District ICA system and will work closely with DPS Accounts Payable to ensure accurate and efficient use of existing systems. Increased involvement in management of accounting will create more efficient and responsive receipt and payment of funds.

Budget Management

With increased budgeting flexibility comes increased responsibility. Ultimately, the Beacon Network Schools IMO Executive Principal is responsible for overseeing school finances. The BNS IMO Executive Principal has a degree in accounting and finance and experience in managing school finances.

The BNS IMO has a Director of Operations with the necessary training to implement sound financial management practices. The Director of Operations reports directly to the IMO Executive Principal, meets regularly with IMO School Principals, and participates in Network and School Advisory Board meetings. BNS IMO leadership will work closely with the District's Budget Office to carefully manage finances.

Revenue

Actual v. Average Salaries

Beacon Network Schools IMO budgets using actual salaries and regains the approximate difference between actual and average salaries in the BNS IMO budget to support implementation of innovations. BNS leadership recognize that if there is no turnover in staff, this margin would be reduced each year and budgets reflect conservative estimates.

School Improvement Grants

Beacon Network Schools IMO will continue to apply for School Improvement Grants from the district and state, when eligible.

DPS Extended Day Grant

Beacon Network Schools IMO will pursue Extended Day Grants from the district and private funders to support extended learning time.

Grant Writing and Fundraising

Beacon Network Schools IMO will actively engage in fundraising and grant writing. BNS IMO leadership has a proven record of successfully securing district, state, federal, and private grants and donations to support the implementation of Innovation Plans.

Expenses

Professional Development

Additional costs are associated with professional development and support for implementing the BNS IMO Innovation Plan educational program.

Extended Time Compensation

Additional compensation is provided to teachers and staff members who work on extended day and year schedules.

Community-Led Enrichments

Additional costs are associated with contracting with community-based organizations to provide community-led enrichments during the extended school day.

Network Leadership

Additional costs are associated with BNS IMO administration and shared leadership support to multiple schools. Teacher leaders are provided with additional compensation for taking on network leadership responsibilities.

Technology-Integration / Blended Learning

Additional costs are associated with purchasing and maintaining technology for implementing the blended learning program and ensuring that facilities are upgraded to provide high-speed wireless internet access to support 1:1 technology use.

Transitional Native Language Instruction

Additional costs are associated with implementing the Transitional Native Language Instruction program at KBMS through the Beacon Network Schools Blended Learning approach. Costs include curriculum development, purchasing of instructional materials, and professional development for teachers and leaders.

Contingency Budget

Should Beacon Network Schools not meet enrollment targets by 20% or otherwise experience a decline in revenue of up to 20% of anticipated revenue, the following factors would guide our contingency budgeting.

1. Reduce non-salary budget
2. Reduce number of school leadership positions, as appropriate to serve students
3. Reduce number of network leadership positions
4. Reduce all staffing positions (teachers and paras) to reflect the reduction in enrollment

Beacon Network Schools Foundation

Beacon Network Schools IMO will establish a non-profit foundation with 501(c)3 tax-exempt status to apply for grants and donations to support the BNS IMO vision, mission, goals, and priorities. The BNS Foundation will be overseen by a Board of Directors and will maintain a bank account and financial records in accordance with state and federal laws governing non-profit organizations.