# Board of Directors Meeting

In Person at Weitz & Co  
Thursday, September 20, 2018 at 08:00 A.M.

---

<table>
<thead>
<tr>
<th>Section</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Welcome &amp; Introductions</td>
<td>Dena Kennedy</td>
</tr>
<tr>
<td>II. Board Meeting Minutes for</td>
<td></td>
</tr>
<tr>
<td>August 23, 2018</td>
<td></td>
</tr>
<tr>
<td>III. Chairman’s Report</td>
<td>Dena Kennedy</td>
</tr>
<tr>
<td>IV. 3DE by Junior Achievement</td>
<td>Jack Harris CEO</td>
</tr>
<tr>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td>V. Committee Reports</td>
<td></td>
</tr>
<tr>
<td>A. Finance</td>
<td>Mark Veil</td>
</tr>
<tr>
<td>B. Development</td>
<td>Trey Fogg</td>
</tr>
<tr>
<td>C. Education</td>
<td>Rachel Ramos</td>
</tr>
<tr>
<td>D. Brand</td>
<td>Amity Schuyler</td>
</tr>
<tr>
<td>E. Board Development</td>
<td>Dena Kennedy</td>
</tr>
<tr>
<td>F. Audit</td>
<td>Gary Hennings</td>
</tr>
<tr>
<td>G. Strategic Planning</td>
<td>Mike Percy</td>
</tr>
<tr>
<td>VI. Old/New Business</td>
<td>Dena Kennedy</td>
</tr>
<tr>
<td>a) JA USA Business Model call</td>
<td></td>
</tr>
<tr>
<td>9/17 at 12pm</td>
<td></td>
</tr>
<tr>
<td>VII. Adjourn</td>
<td></td>
</tr>
</tbody>
</table>

“Our mission is to prepare and inspire young people to succeed in a global economy through classroom programs and simulations that focus on work readiness, entrepreneurship, and financial literacy.”
MINUTES OF
BOARD OF DIRECTORS MEETING
OF
JUNIOR ACHIEVEMENT OF THE PALM BEACHES & TREASURE COAST, INC.

THURSDAY, August 23, 2018 AT 8:00 AM
In Person at Weitz & Co

ATTENDED
Pete Bozetarnik
Joey Davis (Phone)
Dr. Mary Ann DuPont
Arty Falk
Trey Fogg (Phone)
Gary Hennings
Curtis James
Dena Kennedy
John McGowan (Phone)
Michael Percy
Welsonne Renoir (Phone)
Amity Schuyler
Carla Thrower (Phone)
Mark Wade (Phone)

NOT IN ATTENDANCE
Steve Bevilacqua
Michael Becker
Joey Davis
Stuart Klein
Stephen Lenehan
Melissa Nash
Michael Sims
Ryan Thompson
Michelle Tierney
Mark Veil

STAFF ATTENDANCE
Claudia Kirk Barto
Bob Cawood
Viviana Duplan
Kaitlyn Hood
Rachel Ramos

I. Welcome                                    Dena Kennedy

Dena Kennedy called the meeting to order at 8:05 a.m. Claudia Kirk Barto took role and indicated a quorum was present.

II. Minutes of the Board Meeting of July 19, 2018.       Dena Kennedy

Dena Kennedy asked for a motion to approve the minutes of July 19, 2018 with exception to some noted changes. Motion was made by John McGowan, seconded by Carla Thrower. All in favor, none opposed. July 19, 2018 minutes were unanimously approved.

III. Branding 101                                 Amity Schuyler

Amity Schuyler provided a brief branding training to the board members. Amity explained that her past experience with branding in the nonprofit sector involved
extensive social media and trade marketing campaigns which revolved around alcohol, tobacco and marijuana usage. In summary, Amity advised that people expect a brand experience regardless of what is being sold, that the brand is everything that you are and what you want to be known for. It is important for nonprofits to make their service appealing as a brand because the brand impacts both the consumer perception of an organization and their decision to choose one product or service over another.

Regarding JA, we have to tell the story and tell it consistently. We have to use the JAUSA brand but localize it to our community. We have to set the standards and promises of what’s to be expected from JA at each school level. And we have to set our brand apart from other non-for-profits. In conclusion, the stronger and more consistent the brand is, the more recognizable and credible it becomes.

IV. Chairman’s Reports

Dena Kennedy

Dena stated this is the first board meeting utilizing the new conversational format. Hopefully this new format will help with board engagement as engagement is key for any successful organization. Dena acknowledged board member Trey Foggy whom spent many hours engaging with the development committee. Dena acknowledged that a lot of board members are stepping up and becoming more engaged. Dena added that hopefully the change in the board meeting format will help. Ultimately our goal is to make children’s lives better.

V. Committee Reports

Dena Kennedy

A. Finance

Mark Veil

Dena Stated that Mark Veil was on vacation. However, Mark has provided a summary of the financial information. Dena advised we will be having quarterly or semiannual reviews of the financials so that more time can be spent during the board meetings conversing about other target issues.

Financial Statements:

**Balance Sheet:** End of July – At July 31, 2018, we had total assets of approximately $298,000. Cash totaled $224,000 compared to budgeted cash of approximately $288,000. Accounts receivable totaled $55,000, of which $50,000 is due from the Farris Foundation for the final payment on a two year grant that will be received in December 2018. In addition, we have two $2,500 amounts receivable related to events. Liabilities totaled approximately $11,000, the majority of which consists of amounts payable for vacation and sick accruals.
**Income Statements:** For the one month ended July 31, 2018, we budgeted net income of approximately $9,700, but we had an actual loss of approximately $69,700.

**Budgeted Revenues:** Budgeted revenue was $84,600 versus actual of $17,000 or a shortfall of $67,600. Significant revenue variances include: (1) individual giving is under budget by $10,000 – we had anticipated individual/Board gifts in July, but received none, and (2) grant income is under budget by $59,000 – we anticipated having Prime Time money in from summer camp, but this was not billed until August (approx. $66,000).

**Budgeted Expenses:** Budgeted expenses were $74,800 versus actual of $86,700 or an overage of $11,900. Significant expense variances include: (1) salaries expense is over budget by $8,700 – two issues here, first we budgeted camp salaries of $9,000 for the year, but actually spent $13,000, so we are over budget by $4,000. Second, the budgeted amount of $9,000 was spread out over 12 months, when it should have all occurred in July. Bottom line is we will be over by $4,000 at the end of the year, and (2) program expense is over budget by $4,400, which is a result of field trip expenses for camp of $6,700 that were incurred in July, but were not budgeted.

Other: There is a possibility that the Golf Classic may not happen due to problems with the golf course. Discussions are ongoing as to alternate sites. If we are unsuccessful in finding a new acceptable site, we will need to raise additional monies to cover the budgeted profit on this event of $40,000, or we will need to cut expenses, or some combination of the two. Dena advised that the Audit firm Daszkal Bolton will be at the JA office next week and will commence the audit work. Dena advised that this is the first year that we will be working with Daszkal Bolton.

Dena Kennedy asked for a motion to approve the July financials. Motion was made by Mike Percy, seconded by John McGowan, all in favor, none opposed. The July financials passed unanimously.

**B. Development**

Trey Fogg

Trey stated that the major focuses for development right now are the golf events. We've had a change of venue on the golf classic as the old course is under renovation during the normal December timeframe. Abacoa and The Breakers West are potential options that are being looked at. Once the details are finalized, we will be able to really look at the economic impact and figure out where we have to pivot and expand on sponsors and foursomes. The most pressing item is Play4JA as that event is fast approaching. Trey advised that Pete Bozetarnik may try to lean on sponsors from the past however, Pete is weary of asking for too much from them. Trey stated that we secured a $5,000 sponsorship yesterday
from PBIRG, but given the timeframe for execution on the event, Trey believes that we need to lean on the board to come up with additional sponsors and foursomes for the even. This is a great event as it pairs JA supporters with students playing on Palm Beach Par Three. We would like to try to get some new sponsorship by September due to the need to execute on that event as well as the concern regarding the budgetary shortfall for both Play4JA and the Golf Classic.

Pete Bozetarnik added that he will start working Monday to get some sponsorships lined up so the brochure can be sent out, and get golfers in the field.

Mark Wade stated that he will be meeting with Abacoa to see if they would still be available in December. Based on his past experience, he found that they set up their events differently. They would have a golf event teeing off earlier in the afternoon, leaving the evening to be available for a party/mixer. Mark stated that it would be a new format for us however, it would be a great opportunity to have barbecue or pig roast afterwards.

Arty Faulk stated that his magnet program has held their annual golf tournament at Abacoa for the last 4 years and they do a great job of running a golf tournament. He advised that he has usually dealt with Rob Long at Abacoa and would put in an introduction if needed.

Regarding the 2-4-2 campaign, Trey asked all board members to update the shared document with their prospect names by the end of August. Each board member should have a clear timeframe for a commitment to introduce staff to the prospects.

Claudia stated that Bob Cawood will only reach out to the contacts on the 2-4-2 live document if he is asked to. Claudia added that it’s important to connect Bob Cawood to the individuals with a personal introduction whether electronically or via phone.

Rachel Ramos stated that the live document can be found in the board portal under the development tab. The development tab includes both the the 2-4-2 live document as well as the development plan.

Bob stated that the 2-4-2 plan is a work in progress. The most important part of the process is having the prospects listed and the warm welcome. Bob advised that he will be sharing his contacts with Dena so that she is aware. Bob added that board members should not include any prospects south of Boynton. Bob advised that he and Kaitlyn Hood are working together to figure out how to get funded in the Treasure Coast because that's an untapped market.
Amity Schuyler stated that our social media sites as well as the JA website are critical to getting our message out there. However, there's no guarantee that the people whom we are targeting will see our content. Many social media platforms are now utilizing algorithms that can make it hard for even our own followers to see our content.

C. Board Development

Dena Kennedy

Dena stated that we have two resignations, Steve Bevilacqua and Michelle Tierney. Dena advised that they need to leave the board because their careers and new responsibilities that they have taken on. Dena added that Michelle Tierney has someone to introduce to the board as a replacement in the near future. In addition, we will be adding more board members as soon as possible.

Dena Kennedy asked for a Motion to accept Michelle Tierney and Steve Bevilacqua’s resignation from the board. Motion was made by John McGowan, seconded by Arty Faulk. All in favor, none opposed. Michelle Tierney and Steve Bevilacqua’s resignation from the board were unanimously approved.

D. Education Committee

Rachel Ramos

Rachel advised that we have been white listed through the school districts for the new JA BizTown cloud platform. Kaitlyn Hood and David Cruz had a test run to make sure that the laptops are operational with the new platform. With regards to JA Job Shadow, Rachel advised that we were awarded a significant amount of money to see a large group of children for JA Job Shadows this school year. Rachel stated that if anyone that wants to post a JA Job Shadow at their company to reach out to her or Brittany Butler.

Claudia advised that Britany and Rachel can go more in detail about our programs during the October board meeting.

VI. Old and New Business

Dena Kennedy

a. Board Cluster Meetings:
Dena stated that the board cluster meetings are continuing, as there are nine board members whom she has not been able to meet. Now that she has been cleared to travel, the clusters can be held in locations that are convenient to the board members.

b. JA Employee Handbook-Short Term Disability:
Claudia stated that the short term disability policy was inadvertently left out of the version of Employee Handbook that was sent to the board for approval.
Dena asked for a motion to approve the JA Handbook with the inclusion of Short Term Disability policy. Motion was made by John McGowan, seconded by Gary Hennings. All in favor, none opposed. JA Handbook with the inclusion of Short Term Disability policy were unanimously approved.

John McGowan advised that the code of ethics and the media policy which are listed in the Employee Handbook applies to our board members as well. Therefore, it is his recommendation that every member of the board read and be aware of them.

c. **JA USA Business Model Funding and Implications**
Dena advised that she and Claudia will be part of a large conference call with other JA branches to discuss the new funding model. JA USA considered charging 10 percent across the board. However, they are looking into other options. Dena Advised that this is an item that could impact us financially and currently we don't know what those changes look like. Dena stated that we want to make sure that our voice is heard regarding the impact the changes may have on us.

d. **JA USA Operational Standards Submitted:**
Claudia stated that the operational standards were submitted prior to the deadline in August. Claudia thanked all who helped to put the documents together.

e. **Staff recognition:**
Dena shared that Pete Bozetarnik has conducted Claudia’s annual review and the review has been shared with the executive committee as required.

Rachel Ramos recognized Kaitlyn Hood for her five years of service to JA. Rachel stated that Kaitlyn started as a JA intern while in college and has worked at three other JA’s prior to JAPTC. Rachel concluded that Kaitlyn is an integral part of the team.

f. **3DE by Junior Achievement**
Dena stated that Next month at our September meeting, Jack Harris will be here from Atlanta to give the board an update of what's going on.

VII. **Adjourn**

Dena Kennedy asked for a motion to adjourn. Motion was made by Mary Ann DuPont, seconded by Gary Hennings. All in favor, none opposed, meeting was adjourned at 9:16 a.m.

Minutes recorded via: iMeet and transcribed by: Viviana Duplan
Junior Achievement of the Palm Beaches
& Treasure Coast, Inc.
Financial Summary
For the Two Months Ended August 31, 2018

Balance Sheet: At August 31, 2018, we had total assets of approximately $320,000. Cash totaled $249,000 compared to budgeted cash of approximately $210,000. Accounts receivable totaled $51,000, of which $50,000 is due from the Farris Foundation for the final payment on a two year grant that will be received in December 2018. Liabilities totaled approximately $13,000, the majority of which consists of amounts payable for vacation and sick accruals.

Income Statement: For the two months ended August 31, 2018, we budgeted a net loss of approximately $68,600, but we had an actual loss of approximately $49,000.

Budgeted revenue was $93,700 versus actual of $103,000 or an excess of $9,300. Significant revenue variances include: (1) individual giving is under budget by $7,500 – we had anticipated individual/Board gifts in July, but received none, (2) special event income is over budget by $8,700, as we did not anticipate receiving Play for JA monies until September, and (3) grant income is over budget by $8,700 – we received an unbudgeted grant from Lockheed Martin in the amount of $10,000.

Budgeted expenses were $162,300 versus actual of $152,000 or under budget by $10,300. Significant expense variances include: (1) salaries expense is over budget by $3,600 – two issues here, first we budgeted camp salaries of $9,000 for the year, but actually spent $13,000, so we are over budget by $4,000. Second, the budgeted amount of $9,000 was spread out over 12 months, when it should have all occurred in July. Bottom line is we will be over by $4,000 at the end of the year, and (2) program expenses are under budget by $13,600 – in the prior year we were purchasing a lot of supplies early in the year, whereas in the current year we are purchasing these supplies as we need them, although we do anticipate consuming our annual budget by the end of the year in order to serve the number of students budgeted.

Other: The Golf Classic has been cancelled because the golf course will not be completed in time. Alternate sites were not available. We need to raise additional monies to cover the budgeted net on this event of $40,000. We are reaching out to past sponsors to confirm their continued commitment to JA. We will also write to those that donated to the golf classic to secure their donation through a challenge match. G4S has committed to funding this year despite the cancelation. A wine dinner at Table 26 is also in the works.
### ASSETS

**Current Assets**

- **Checking/Savings**
  - 1000 · Cash & Equivalents: 248,709.32
  - 1100 · Petty Cash: 300.00

- **Total Checking/Savings**: 249,009.32

- **Accounts Receivable**
  - 1200 · *Accounts Receivable*: 51,000.00

- **Total Accounts Receivable**: 51,000.00

- **Other Current Assets**
  - 1240 · Undeposited Funds: 2,676.70
  - 1350 · Program Inventory: 7,500.00

- **Total Other Current Assets**: 10,176.70

- **Total Current Assets**: 310,186.02

**Fixed Assets**

- 1400 · Furniture, Equipment & Computer: 10,065.58

- **Total Fixed Assets**: 10,065.58

- **TOTAL ASSETS**: 320,251.60

### LIABILITIES & EQUITY

**Liabilities**

- **Current Liabilities**
  - 2000 · *Accounts Payable*: 2,201.31

- **Total Current Liabilities**: 13,124.58

- **Credit Cards**
  - 2060 · Publix Card - 0078: 41.18

- **Total Credit Cards**: 41.18

- **Other Current Liabilities**
  - 2100 · Payroll Liabilities: -467.05
  - 2170 · Accrued Liabilities: 11,349.14

- **Total Other Current Liabilities**: 10,882.09

- **Total Liabilities**: 13,124.58

**Equity**

- 3300 · Restricted Fund - General: 223,860.20
- 3500 · Unrestricted Fund Balance: 509,087.34
- 3600 · Unrestricted Retained Earnings: -376,830.36
- **Net Income**: -48,990.16

- **Total Equity**: 307,127.02

- **TOTAL LIABILITIES & EQUITY**: 320,251.60
## Junior Achievement of the Palm Beaches & Treasure Coast, Inc

### Profit & Loss Budget Performance

**Accrual Basis**

#### August 2018

<table>
<thead>
<tr>
<th></th>
<th>Aug 18</th>
<th>Budget</th>
<th>$ Over Budget</th>
<th>Jul - Aug 18</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ordinary Income/Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000 - Individual Giving</td>
<td>7,500.00</td>
<td>5,000.00</td>
<td>2,500.00</td>
<td>7,500.00</td>
<td>15,000.00</td>
<td>-7,500.00</td>
<td>85,165.00</td>
</tr>
<tr>
<td>4100 - Corporate Giving</td>
<td>3,550.08</td>
<td>2,500.00</td>
<td>1,050.08</td>
<td>5,813.51</td>
<td>5,500.00</td>
<td>313.51</td>
<td>134,500.00</td>
</tr>
<tr>
<td>4200 - Foundations</td>
<td>100.00</td>
<td>0.00</td>
<td>100.00</td>
<td>100.00</td>
<td>0.00</td>
<td>100.00</td>
<td>376,000.00</td>
</tr>
<tr>
<td>4300 - Special Events Gross</td>
<td>6,200.00</td>
<td>0.00</td>
<td>6,200.00</td>
<td>8,749.00</td>
<td>0.00</td>
<td>8,749.00</td>
<td>344,200.00</td>
</tr>
<tr>
<td>4400 - Special Events Costs</td>
<td>-284.25</td>
<td>0.00</td>
<td>-284.25</td>
<td>-1,078.39</td>
<td>0.00</td>
<td>-1,078.39</td>
<td>-144,850.00</td>
</tr>
<tr>
<td>4600 - Grant Income</td>
<td>69,674.64</td>
<td>1,666.00</td>
<td>68,008.64</td>
<td>81,902.40</td>
<td>73,223.00</td>
<td>8,679.40</td>
<td>235,689.00</td>
</tr>
<tr>
<td>4700 - Clubs &amp; Organizations</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2,500.00</td>
</tr>
<tr>
<td>4800 - Tuition &amp; Fees</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>7,500.00</td>
</tr>
<tr>
<td>4885 - Franchise Fee</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-36,910.00</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>86,740.47</td>
<td>9,166.00</td>
<td>77,574.47</td>
<td>102,986.52</td>
<td>93,723.00</td>
<td>9,263.52</td>
<td>1,003,803.00</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>86,740.47</td>
<td>9,166.00</td>
<td>77,574.47</td>
<td>102,986.52</td>
<td>93,723.00</td>
<td>9,263.52</td>
<td>1,003,803.00</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000 - Salaries/Taxes/Benefits/Train</td>
<td>51,797.80</td>
<td>56,942.00</td>
<td>-5,144.20</td>
<td>117,489.02</td>
<td>113,884.00</td>
<td>3,605.02</td>
<td>697,704.00</td>
</tr>
<tr>
<td>5800 - Building Related</td>
<td>4,146.27</td>
<td>4,145.00</td>
<td>1.27</td>
<td>8,228.62</td>
<td>8,290.00</td>
<td>-61.38</td>
<td>50,760.00</td>
</tr>
<tr>
<td>6300 - Travel &amp; Training</td>
<td>41.69</td>
<td>280.00</td>
<td>-238.31</td>
<td>382.09</td>
<td>560.00</td>
<td>-177.91</td>
<td>3,360.00</td>
</tr>
<tr>
<td>6400 - Equipment &amp; Supplies</td>
<td>2,219.74</td>
<td>2,390.00</td>
<td>-170.26</td>
<td>4,717.05</td>
<td>4,780.00</td>
<td>-62.95</td>
<td>28,680.00</td>
</tr>
<tr>
<td>7000 - Office/Postage/Printing/Outside</td>
<td>100.00</td>
<td>480.00</td>
<td>-380.00</td>
<td>153.14</td>
<td>1,460.00</td>
<td>-1,306.86</td>
<td>6,260.00</td>
</tr>
<tr>
<td>7500 - Outside Services</td>
<td>3,350.00</td>
<td>1,500.00</td>
<td>1,850.00</td>
<td>9,458.00</td>
<td>8,000.00</td>
<td>1,458.00</td>
<td>30,200.00</td>
</tr>
<tr>
<td>7600 - Dues &amp; Subscriptions</td>
<td>150.00</td>
<td>495.00</td>
<td>-345.00</td>
<td>1,180.00</td>
<td>990.00</td>
<td>190.00</td>
<td>5,940.00</td>
</tr>
<tr>
<td>7700 - License &amp; Fees</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>33.00</td>
<td>35.00</td>
<td>-2.00</td>
<td>450.00</td>
</tr>
<tr>
<td>7800 - Advertising Expense</td>
<td>0.00</td>
<td>170.00</td>
<td>-170.00</td>
<td>0.00</td>
<td>340.00</td>
<td>-340.00</td>
<td>2,040.00</td>
</tr>
<tr>
<td>8000 - Program expense</td>
<td>291.38</td>
<td>20,825.00</td>
<td>-20,533.62</td>
<td>9,880.06</td>
<td>23,500.00</td>
<td>-13,619.94</td>
<td>174,610.00</td>
</tr>
<tr>
<td>8510 - Insurance Expense</td>
<td>0.00</td>
<td>65.00</td>
<td>-65.00</td>
<td>0.00</td>
<td>130.00</td>
<td>-130.00</td>
<td>780.00</td>
</tr>
<tr>
<td>8700 - Miscellaneous Expense</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>9050 - Interest Expense</td>
<td>17.00</td>
<td>10.00</td>
<td>7.00</td>
<td>133.50</td>
<td>20.00</td>
<td>113.50</td>
<td>600.00</td>
</tr>
<tr>
<td>9990 - Depreciation Expense</td>
<td>161.10</td>
<td>160.00</td>
<td>1.10</td>
<td>322.20</td>
<td>320.00</td>
<td>2.20</td>
<td>1,920.00</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>62,274.98</td>
<td>87,462.00</td>
<td>-25,187.02</td>
<td>151,976.68</td>
<td>162,309.00</td>
<td>-10,332.32</td>
<td>1,003,304.00</td>
</tr>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td>24,465.49</td>
<td>-78,296.00</td>
<td>102,761.49</td>
<td>-48,990.16</td>
<td>-68,586.00</td>
<td>19,595.84</td>
<td>499.00</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>24,465.49</td>
<td>-78,296.00</td>
<td>102,761.49</td>
<td>-48,990.16</td>
<td>-68,586.00</td>
<td>19,595.84</td>
<td>499.00</td>
</tr>
<tr>
<td>Name</td>
<td>Date</td>
<td>Yes</td>
<td>No</td>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>--------</td>
<td>-----</td>
<td>----</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goldstein, Gabriel</td>
<td>Feb-17</td>
<td>Yes</td>
<td>No</td>
<td>He is participating in GIV &amp; has been teaching JA classes. Attended STEAM lunch on Feb. 1st and MADS 3/10/2017.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LaBanc, LeeAnne</td>
<td>Feb-17</td>
<td>Yes</td>
<td>No</td>
<td>Co-Chair of Education Committee &amp; still contemplating board engagement.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weber, Tom</td>
<td>Mar-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia met with him and discussed him coming back on our board. He is now working with United Franchise Group as the President of Venture X. He will come back in FY18/19 after his chairmanship of Children Services Council.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amond, Roger</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Singer Island Marriott &amp; Spa, General Manager-Claudia reached out in Nov. 2015 for meeting. He is on Forest Hill Advisory Board. Met on August 30th, will follow up.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dewes, John</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia will circle back at the end of February. John attended WARS &amp; will remain a supporter but won’t be moving forward in the process. Claudia checked in again on 9/21.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dodge, Dusty</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Banker-Claudia is circling back to set up another meeting.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duffell, Andrew</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Mr. Duffell is from FAU Research Park. Claudia had a lunch meeting on 10/19.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magar, Mary Lynn</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia will reach out after session in May. Nick Romanelli initial contact.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mathé, Michael</td>
<td>Apr-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia circled back with Michael in September and he is still traveling extensively. Still interested, asked to serve on the Golf Committee.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Searcy, Darrell</td>
<td>Jul-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia met with Darrell from Chandler Campbelle &amp; Dauchle on 5.30. Darrell is a referral of John Fischetti. Pete &amp; Claudia then met him for lunch on 5.11.17. Will join the board. Claudia will follow up.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aube, Jason</td>
<td>Oct-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia has a meeting with Jason from BB&amp;T on Nov. 17th. He suggested the new Business Banker.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resnick, Monte</td>
<td>Nov-17</td>
<td>Yes</td>
<td>No</td>
<td>Claudia met with Monte from Matrix Wealth Partners on 11.20.17 &amp; board packet was sent same day.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radton, Jeff</td>
<td>Jan-18</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DePotter, Michelle-AGC</td>
<td>Sep-18</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorn, Catherine - Center State Bank</td>
<td>Sep-18</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
K.P.A. #1 Student Impact FY19
2018-19 Student Impact Total: 2018
2018-19 Student Impact Goal: 25,500
2018-2019 Total Classes:

FY18-2017-2018
Our final student number is 25,584
Our final contact hours are 157,606
Our final classes: 1,115

K.P.A. #2 Programs and K.P.A. #3 Volunteers
Trained New York Life and Seaside Bank for Grassy Waters Elementary School JA Day on September 14th.
Citrus Cove ES one 2nd grade class JA Traditional started with volunteer Linda Keiss. Mrs O’Connel from Citrus Cove has given an update and was very pleased with their first session.
Trained 35 High School Heroes at Palm Beach Lakes High School for Grassy Waters JA Day.
Trained 8 Valley National Bank employees for Grassy Waters JA Day.

Brittany met with Caren Treiser who is a retired Experiential Education Professor from LaGuardia Community College in Queens, New York. Caren will be teaching the JA Economics for Success program at All Saints Catholic School. Her class begins in October and this is her first time volunteer with us.

Brittany attended the Open House at Lake Worth Community High and was able to speak to a number of students who would like to be engaged with JA and some will be as they are in the AVID programs that are participating this year. The principal was thrilled to have us.

Brittany spoke with two of Ms. Moorer’s classes at BAK Middle School of the Arts where the students will be participating in JA Economics for Success.

Brittany met with Kourtnii Harvey who is a new volunteer with JA and has a background in Children and Family Services and working at the State Level with DCF. Currently she works the National Center for Missing and Exploited; she is newly engaged with JA and will be one of the mentors for Jupiter HS JA Company students.

JA Personal Finance started at South Fork High School with a volunteer from Raymond James.
Renaissance Charter School at Tradition started programming in 23 classrooms, the remaining classes will start once the teachers secure a volunteer.

Floresta Elementary confirmed program implementation during October or November. They are a new school for St. Lucie County, and will be using SunTrust volunteers.

Palm Beach Lakes High school’s Culinary Arts department has confirmed their participation in JA Company this fall.

Jupiter Community High and Seminole Ridge Community High have been matched with mentors, Mr. Paul Christoffel is going to mentor Company participants at Seminole Ridge and Mr. Brian Murphy is going to mentor Company participants at Jupiter High.

Jupiter Elementary’ s JA Day is on September 26th still needing 3-5 volunteer. So far this school is covered by Pure Point Financial, BDO, and Granite.

16 SunTrust Bank employees will be volunteering at Jupiter Elementary School on October 24th

Partnerships and Collaboration:
Bob and Brittany had a telephone conference with the Financial Planning Association, their South Florida chapter has approximately 150 members and the incoming President, and Mr. Randall Woolley is looking to expand upon a volunteer partnership with JA starting in January of 2019. The association consists of: Accounting Professionals and Certified Financial Planners. Randall would like to be added to our email listing so that he can begin sharing our needs with his members.
Place of Hope will be providing their teen residents JA Finance Park.
Waste Management has agreed to continue their sponsorship of a position at JA BizTown this school year.
Claudia attended the Achieve PBC annual meeting.
Claudia attended the 1909 collaboration with PB Tech, FAU, FAU Tech Runway and several cities. Bob and Claudia attended the 3DE onboarding in Atlanta. Claudia visited LWHS and met with CTE team and 3DE.

**K.P.A. #4 Board Development**
Met with Stuart Klein
Followed up with Darrel Searcy and LeeAnne LeBanz

**K.P.A. #5 Funding**

**Grants/Foundations (Rachel)**

**RECEIVED/APPROVED**
- Fred J. Brotherton Charitable Foundation $5,000
- Lockheed Martin $10,000
- PBC Youth Services Department $40,000 (will be billed monthly)
- Big Lots $380 (JA BizTown)
- TD Bank $5,000
- Prime Time Palm Beach County $50,000 JA BizTown; $56,707 Train the Trainer
- Sugar Cane Growers $1,000
- Dick’s Sporting Goods $500
- PNC $2,500 (Gala sponsorship)

**PENDING**
- Mary Alice Fortin $30,000
- Publix Supermarkets Charities $25,000
- Fifth Third Bank $10,000
- William and Helen Charitable Trust $2,500
- Frank J Lewis $10,000
- Lockheed Martin invited to submit $10,000 proposal
- Lost Tree Village $5,000
- Wishing You Well Foundation $10,000
- Admirals Cove $2,500
- Cassett Foundation $2,500
- Hobe Sound Community Chest $2,500
- Frank DeLuca Foundation $5,000
- Chase Family Foundation $2,500
- Kiwanis Club of Riviera Beach $10,000
- Daphne Seybolt Culpeper Foundation $2,500
- Gruss Foundation $2,500
- Impact the Palm Beaches $100,000
- Ford Motor Company $5,000
- Gordon Barnett $2,500

**Corporate Campaign (Bob)**
GliddenSpina replied to our whole school proposal and mentioned it is more than they typically sponsor. Carmen asked for the cost per students, and we are now waiting to see how much they will be able to sponsor. I just spoke to Carmen and he is going to present the $135/student cost to the President and they are going to sponsor a certain number of students.

Palm Beach Yacht Club is donating item for GALA auction, and will present classroom sponsor to the committee. They are also interested in providing a Job Shadow opportunity.
Met Dean Butters, from Hedrick Kirco Properties, and he is interested in helping JA and sent him information to provide to company.

Sandy has been speaking to Granite Telecommunications about volunteerism, I resent the proposal for whole school sponsorship they requested at the end of last school year.

PSM Ansaldo Energia has offered Job Shadow opportunity to Forest Hill High School this month, and we are trying to schedule it now.

Spoke with Ranjeet at CrossMatch, and they agreed to Job Shadow. I sent him a sponsorship proposal, and waiting to hear back from them.

Left messages for AutoBuilders, and waiting for response. Ryan Thompson knows Robert Rawe (CEO) and will reach out to him.

Left Marc Ganzi a message to set up a time to speak about proposal to sponsor JA Company program. Resent him proposal.

During this month’s Glades Career Readiness Roundtable, we presented the need for mentors and sponsors in the Glades Region. A few of the participating members offered to introduce JA to some of the businesses in the area, and one offered JA Job Shadow at her business.

Bob and Claudia met with Dean Saunders, G4S and they will continue their support for JA programs since the JA Golf Classic was cancelled.

**Individual Giving (Claudia)**
Met with Mark Foley and Donna Foley about JA Pivot & Pitch.
Met with Lauren Hurst about JA and her engagement.
John McGowan checked in with Carole Hauke and she committed $5,000

**Events**

**10/20/18 Play4JA @ Palm Beach Par3**
We have $11,500 in sponsorships for a total of 11 foursomes to date. Turtle Creek Country Club has donated a foursome and lunch as an auction item. We have reached out to a number of courses to donate foursomes, and are waiting to hear back from them.

**12/14/18 JA Golf Classic**
Chairman Mark Wade, Trey Fogg, Dena Kennedy and Claudia have agreed to cancel the Golf Classic and secure the funding for other events.

**2/23/19 Hall of Fame**
The Mayors Ball is set for 2/23 so an alternate date is being considered in February and March.

**3/12/19 M.A.D. Science**
Dr. Hansel Tookes has been scheduled to be the MC for the evening. The event will take place at Scripps, the we are also looking at South Florida Fairgrounds.

**4/10/19 JA Pitch**
Met with Mark Foley and Donna Foley about supporting JA Pivot & Pitch.

**4/27/19 Caribbean Wind**
Confirmed with Rybovich. Chairs Nadine and David Fite have confirmed.
**K.P.A. #6 Brand**
The Board portal does have a password: Junior9468
We will have a spot of WFLX Fox 29 called My 3 Things. Taping on Sept. 25th.

**K.P.A. #7 Staff K.P.A. and #8 Operations**
John Foley from Legal Aid Society joined the staff meeting to go over the revised Employee Handbook.
The Fite Group donated office furniture and computers to JA and the extras were donated to Resource Depot.
David Cruz is no longer with JA.
Our intern Marie is back with us.

**K.P.A. #9 Governance**
Mike Percy and Claudia met to start working on the updated Strategic Plan. A committee will be formed.
Upcoming events for August - November:

- **September 14**- Grassly Waters ES- JA Day
- **September 24**- Forum Club table- Speaker Mark Leibovich, RSVP by 9/20,
- **September 25**- WPB Rotary lunch- Speaker Superintendent Donald Fennoy, RSVP by 9/20
- **September 26**- Jupiter ES- JA Day
- **October 20**- Play4JA Palm Beach Par 3
- **October 24** – JA Pivot (location TBD)
- **November 7 and November 8** – JA BizTown at H.L. Johnson Elem.
- **November 12 through November 16** – JA Global Entrepreneurship Week (locations TBD)
- **November 29 and November 30** – JA BizTown at Bessey Creek Elementary
EDUCATION FOR EVERY DIMENSION OF LIFE

Re-engineering education to create engaging learning environments that reflect the world in which we live and empowers students with the knowledge, skills and confidence to unlock greater economic opportunity.
THE FOUNDATION
PROGRESSIVE JOINT VENTURE

3DE blends the core competencies of School Districts, Junior Achievement and the Broader Business Community to initiate transformation from the inside out. The result is a model that effectively utilizes our networks, resources, and expertise to create a scalable package that maximizes the impact for all involved.
THE MODEL

SCHOOL FOR THE MODERN ERA

A holistic and comprehensive model integrated into the standard academic framework to create a fully-immersive experience that is directly connected to the real-world. From school structure, to curriculum design, to teacher development, to consistent implementation, 3DE’s fully-packaged model reengineers education and creates equity in high schools across a wide spectrum of communities. As a result, students learn through a dynamic lens that integrates interdisciplinary pedagogy, relevant connectivity, entrepreneurial thinking and authentic project-based application into the everyday high school experience.
Case methodology is proven to increase student engagement, strengthen comprehension, build critical thinking and accelerate academic performance. This universally effective approach to learning is central to 3DE’s model and is the anchor for interdisciplinary pedagogy, relevant connectivity, and authentic project-based application that is delivered in every 3DE school. The result is a high school experience that reflects the dynamic pace of activity and interconnectedness of life beyond the classroom walls.
THE LEARNING JOURNEY

DISCOVERY TO FULL IMMERSION

3DE provides a continuum of relevant and authentic academic experiences that take students from discovery to full immersion into the world of possibilities ahead.

Year-over-year, the curriculum layers in defined competencies to continually build students’ skills and mindset as they advance from facilitated learning to self-directed. The iterative structure around application of knowledge through real-world scenarios creates a broad range of experiences for students to reflect on and develop through.

By the end of the four-year experience, every student graduates with a vision for their future, confidence in their abilities, and a defined path to success.

STUDENT JOURNEY building through competencies

12TH
Students effectively transfer the thoughts, information and perspectives curated in school to successfully navigate and perform in a professional environment.

11TH
Students utilize their experiences, knowledge and skills to proactively identify opportunities and cultivate teams to develop and implement strategies to achieve objectives.

10TH
Students learn independently and work collaboratively to conceptualize and articulate solutions to complex challenges.

9TH
Students consistently engage in facilitated learning that sets the foundation for a lifetime of discovery and growth.

CORE COMPETENCIES DEFINED

CREATIVITY & INNOVATION
Distinguishes opportunities to progress, create or disrupt assumptions and takes action to do so through original thought and approach. Individuals are constantly looking to improve, advance the status quo, and are comfortable taking calculated risk.

CULTURAL AGILITY
Assess situations and environmental norms to identify opportunities and threats, and determine savvy strategies to address conditions. Individuals intentionally read context clues and identify stakeholder perspectives to swiftly develop or adapt techniques that foster positive relationships and drive optimal performance.

SELF-DIRECTION
Capable to set priorities and execute with integrity and initiative to accurately achieve maximum productivity. Individuals are inquisitive and resourceful with a confident understanding of the role in which they play and responsibility to effectively meet their goals.

EFFECTIVE COLLABORATION
Promotes and generates cooperation to achieve collective input and output from a diversity of entities. Individuals are accustomed to seeking and unifying a range of perspectives and creating open and productive environments to energize positive action.

ENGAGING COMMUNICATION
Effectively transfers thoughts and information through appropriate channels to influence progress towards a desired outcome. Individuals are capable of articulating a position through knowledge, diversity of experiences, confidence, and compassion.

CRITICAL & ANALYTICAL THINKING
Uses logic, research, data and intuition to break down complex problems and determine feasible strategies. Individuals do not approach situations at face value, but instead observe, reflect and evaluate to draw pragmatic conclusions.
STUDENT JOURNEY

EXPAND ECONOMIC OPPORTUNITY

The residual impact of 3DE goes well beyond the four-year high school experience. By unlocking the potential within every student, 3DE schools set today’s generation on a path to greater economic opportunity. At 3DE, students graduate with the knowledge, skills, and passion to thrive in post-secondary and into high-growth careers.

ENGAGE & ELEVATE POTENTIAL
Passionate teachers set high expectations and maintain interdisciplinary learning environments to better reflect the real world. As a result, students increase engagement in school and participate in a continuous cycle of personal and academic growth.

INSPIRE & EXPAND BOUNDARIES
Embedded within the core curriculum, case methodology integrates industries and post-secondary exploration through a project-based design to create a space for students to build the cognitive skills necessary to successfully navigate today’s complex economy.

EMPOWER & EXCEL OPPORTUNITIES
Students are equipped to think independently, move strategically and work collaboratively to solve complex solutions, while discovering their passions along the way. Through this they are prepared to transition and matriculate through a meaningful post-secondary route.

BOLSTER ECONOMIC MOBILITY
Young adults enter a myriad of high growth careers that align with their passions. Equipped with an expansive perspective, agility to maneuver complex situations and an appreciation for diversity of thought, 3DE graduates confidently excel in their careers.
THE PLAN

SYSTEMIC TRANSFORMATION

With the goal to provide an accessible and effective education opportunity for all students, 3DE is intentionally structured to become the most expansive network of high schools in the country.

PHASE 1: BUILD & TEST
- TIMING: 2015-2019
- IMPACT: 6 Schools in Metro Atlanta
- FOCUS: Design, Develop & Implement Model
- $ NEEDS: Seed Funding
  - $4.9M Development
  - $250K/Site; $450/Student
  - $9.2M Total

PHASE II: EXPANDED PILOT
- TIMING: 2019-2024
- IMPACT: 55 Schools in 7 States
- FOCUS: Package Scalable Box, Teacher Development & Certification
- $ NEEDS: Venture Funding
  - $250K/Site; $450/Student
  - $5M/Total

PHASE III: VALIDATE & EXPAND
- TIMING: 2025-2030
- IMPACT: 750 Schools across U.S.
- FOCUS: Implement a Build, Operate, Transfer Model with JA Areas
- $ NEEDS: Sustainable Funding
  - $75M/Year

PHASE IV: SCALE & SUSTAIN
- 2,500 3DE SCHOOLS
STRATEGIC PLAN EXAMPLES: JA OF GEORGIA 10 YEAR “NORTH STARS”

**Expand JA BizTown & JA Finance Park to 90% of all Middle School Students in GA through physical Discovery Centers**
8-10 Facilities/215K Students

5-Year Strategic Priorities:
- Accelerate pace of expansion
- Open 2-3 additional Centers in 5 years
- Build long-term strategic development plan with scorecard for new sites.

1-Year Implications:
- Investment in continued innovation and operational excellence within existing Discovery Centers (ex. digital resources and tools; JA BizTown updates)
- Aggressive identification of capital prospects; to include potential of state gov’t funds
- Expansion of JAFP Virtual as ramp to DCs

**Scale the 3DE Model into 10% of all traditional High Schools in Georgia**
50 Schools/30K Students

5-Year Strategic Priorities:
- Scale in Atlanta/Georgia from 6 to 26 schools with strategically selected sites to validate effectiveness in other communities

1-Year Implications:
- Raise $15M as part of Phase II Campaign to propel Georgia expansion
- Develop collaborative “joint venture” structure between 3DE National and JA of Georgia for the expansion of 3DE sites in GA

**Bring meaningful programming to the other 90% of High Schools in Georgia**
435 Schools/TBD Students

5-Year Strategic Priorities:
- Pilot & Package HS offerings that can scale to the “other 90%” of high schools in the state

1-Year Implications:
- Pilot HS offerings within Host High Schools
- Streamline JA program portfolio in order to focus resources on Strategic Priorities
GOVERNING AUTHORITY OF LOCAL JA AREA LEADERSHIP

- Management Contract
- Performance Expectations
- Co-governance on Strategy
- Co-governance on Growth
- Veto Authority on Personnel
- Monitoring Milestones for Transfer
<table>
<thead>
<tr>
<th></th>
<th>JA AREA ROLE</th>
<th>3DE ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VISION/STRATEGY</strong></td>
<td>Setting expansion and implementation goals as part of JA Area Strategic Plan</td>
<td>Aligning expansion and implementation goals as part of National Strategic Plan</td>
</tr>
<tr>
<td><strong>SCHOOL DISTRICTS</strong></td>
<td>Connecting the relationships with partner School Districts</td>
<td>Defining contractual relationship with School Districts</td>
</tr>
<tr>
<td><strong>BUSINESS PARTNERS</strong></td>
<td>Securing Local Case Challenge &amp; Consultancy Partners (1/2 of each school)</td>
<td>Securing National Case Challenge &amp; Consultancy Partners (1/2 of each school)</td>
</tr>
<tr>
<td><strong>PEOPLE</strong></td>
<td>Recruiting advisors &amp; coaches (volunteers) for local Case Challenges (as certified by 3DE)</td>
<td>Recruiting/Selecting Teachers &amp; Administration (as certified by 3DE)</td>
</tr>
<tr>
<td><strong>FUNDING</strong></td>
<td>20% of Funding Need</td>
<td>80% of Funding Need</td>
</tr>
<tr>
<td><strong>DATA &amp; EVAL.</strong></td>
<td>Leverage data for area reporting and local awareness purposes</td>
<td>Collect, analyze and provide counts and outcomes</td>
</tr>
<tr>
<td><strong>PERSONNEL</strong></td>
<td>Linking points through applicable JA roles</td>
<td>Hiring &amp; Management of 3DE Personnel</td>
</tr>
</tbody>
</table>
THE GOAL

During Phase II we will raise $55 million over the five-year period to scale within Georgia through current and new partner school systems, and launch in strategic markets within the United States.

BY 2024, WE WILL:

- Open and manage 55 schools across 7 strategic US markets
- Demonstrate systemic change through Phase 1 school systems
- Expand our network of schools to 20+ locations within Georgia

<table>
<thead>
<tr>
<th></th>
<th>TOTAL INVESTMENT</th>
<th>ANNUAL INVESTMENT</th>
<th>OPPORTUNITIES TO INVEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Lead Investor</td>
<td>$10 Million</td>
<td>$2M/YR.</td>
<td>1</td>
</tr>
<tr>
<td>National Premier Investor</td>
<td>$5 Million</td>
<td>$1M/YR.</td>
<td>2</td>
</tr>
<tr>
<td>National Signature Partner</td>
<td>$2 Million</td>
<td>$400K/YR.</td>
<td>8</td>
</tr>
<tr>
<td>National Partner</td>
<td>$1 Million</td>
<td>$200K/YR.</td>
<td>10</td>
</tr>
<tr>
<td>State Signature Partner</td>
<td>$500K</td>
<td>$100K/YR.</td>
<td>20</td>
</tr>
<tr>
<td>Market Partner</td>
<td>$250K</td>
<td>$50K/YR.</td>
<td>25</td>
</tr>
<tr>
<td>School Partner</td>
<td>$75K-$125K</td>
<td>$15K-$25K/YR.</td>
<td>50</td>
</tr>
</tbody>
</table>
### Financial Considerations for JA Areas

<table>
<thead>
<tr>
<th>DIRECT FINDER’S FEE*</th>
<th>DIRECT LEVERAGE LOCAL</th>
<th>INDIRECT INVESTMENT IN MARKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% on the first $500K; 5% on anything above $500K</td>
<td>100% on investments below $100K annually</td>
<td>$18M in Georgia over 5 years $2.3M estimate for other JA Areas</td>
</tr>
</tbody>
</table>

*In line with JA USA fundraising guidelines and policies with JA Areas

Appropriated amount is 30% of total; Calculated on cumulative investment

Total investment stays with local JA Areas – never goes to 3DE books

JAG example is at least $500K in FY19

Amount invested in local area to implement and sustain 3DE

#### Example: JA Area

<table>
<thead>
<tr>
<th># of Schools</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Schools</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Annual Cost</td>
<td>$400K</td>
<td>$250K</td>
<td>$500K</td>
<td>$750K</td>
<td>$1M</td>
</tr>
<tr>
<td>80% - 3DE</td>
<td>$320K</td>
<td>$200K</td>
<td>$400K</td>
<td>$600K</td>
<td>$800K</td>
</tr>
<tr>
<td>$2,320,000</td>
<td>$580,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20% - JA Area</td>
<td>$80K</td>
<td>$50K</td>
<td>$100K</td>
<td>$150K</td>
<td>$200K</td>
</tr>
</tbody>
</table>

#### JA Area – Direct Expenses (Example with 1 School)

<table>
<thead>
<tr>
<th>JA AREA – DIRECT EXPENSES (Example with 1 School)</th>
<th>Training &amp; On-Boarding</th>
<th>Marketing &amp; Graphics</th>
<th>Admin &amp; Operations</th>
<th>Site Discretionary</th>
<th>Regional Discretionary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per School Costs</td>
<td>$7500</td>
<td>$5000</td>
<td>$5000</td>
<td>$12,500</td>
<td>$30,000</td>
</tr>
<tr>
<td>Regional Costs</td>
<td>$5000</td>
<td>$2500</td>
<td>$12,500</td>
<td></td>
<td>$20,000</td>
</tr>
</tbody>
</table>
3DE / Local Office Relationships

- **Launch Planning & School System Readiness**
  - 3DE National Resources: SVP – Growth & Launch Management
  - 3DE Regional Resources: Regional Investor Relations & Activation
  - Local Office Resources: Local Office President

- **Corporate Engagement & Brand Awareness**
  - 3DE National Resources: SVP – Brand Strategy & Investor Relations
  - 3DE Regional Resources: Regional Investor Relations & Activation
  - Local Office Resources: Development / Volunteer Mgmt. / Marketing

- **Operations & Implementation**
  - 3DE National Resources: SVP – Chief of Schools
  - 3DE Regional Resources: Regional / On-site Staff
  - Local Office Resources: Local Office Programs

- **Instructional Support**
  - 3DE National Resources: VP – Education & Learning
  - 3DE Regional Resources: Instructional Support
  - Local Office Resources: Local Office Programs
3DE
BY JUNIOR ACHIEVEMENT

EDUCATION FOR EVERY
DIMENSION OF LIFE
BE PART OF THE FUTURE OF EDUCATION

3DE IS EDUCATION FOR EVERY DIMENSION OF LIFE

Re-engineering high school education to be more relevant, experiential, and authentically connected to life beyond the classroom walls by unifying efforts of education, business and community leaders to transform education and create more effective pipelines to economic opportunity.
INITIALLY LAUNCHED IN AUGUST 2015, 3DE IS AN INNOVATIVE SCHOOL MODEL THAT AIMS TO REENGINEER HIGH SCHOOL EDUCATION TO BE MORE RELEVANT, EXPERIENTIAL, AND AUTHENTICALLY CONNECTED TO THE COMPLEXITIES THAT EXIST BEYOND THE CLASSROOM WALLS. The model operates as a full immersion school-within-a-school with the intention of benefiting both the students within the 3DE as well as the broader campus. At 3DE schools learning is more reflective of the real-world by integrating relevant content, interdisciplinary pedagogy, entrepreneurial thinking, project/problem-based learning, and authentic workplace experiences.

**3DE STUDENTS EXCEL**

3DE students consistently outperform their host school comparison peers on 100% of the statistically-significant Georgia Milestones and other Academic Benchmarks.*

**3DE STUDENTS ENGAGE**

Along with their own personal improvement in these measures, 3DE students demonstrated the highest rates of attendance and lowest rates of behavior issues among their district-wide comparison peers.

**3DE STUDENTS VS HOST SCHOOL PEERS**

3DE students had 55% fewer absences and 81% less discipline incidents as compared to their host school peers.

**3DE STUDENTS VS DISTRICT PEERS**

3DE students had 34% fewer absences and 70% less discipline incidents as compared to their district peers.

**96% | 90%**

TEACHER RETENTION | STUDENT RETENTION

At every school there’s a similar path to transformation—it begins with shifts in culture and engagement, and year-over-year this leads to measurable gains in students’ academics and mindset.

**3DE YEAR THREE HIGHLIGHTS**

**BROADENING OF CASE PARTNERS**

This past year focused on expanding career diversity to improve alignment to the real world. With an emphasis on increasing the number of activating organizations through strategically selected industries, 3DE students were exposed to a greater variety of career pathways, coaches, and off-campus experiences.

**35 ENGAGED COMPANY CASE PARTNERS**

**IMPLEMENTATION OF ELEVENTH GRADE CASE METHODOLOGY**

Eleventh grade is a pivot point in the learning journey for 3DE students as they shift from facilitated learning to self-directed. Through extended 6-week case scenarios, students gain perspective from an outside situation that is transferred to develop and implement solutions to an internal project.

Piloted during the 2017-18 school year with 100 students and five partner companies, initial results indicate the higher-order thinking required through the eleventh-grade curriculum continues to build students’ capacity as they push towards graduation.

**I thought I was on track to win. It was not until 3DE showed me, I was not even in the game.**

DANIEL, 3DE STUDENT CLASS OF 2019

**3DE represents a new methodology for teaching and learning. I’ve never seen teachers more excited to teach and quite frankly, I think it is the game changer we’ve desperately needed at Banneker High School. For the first time in over a decade, our school is 100% staffed with teachers in every class. Next year we expect to have our largest class of freshmen enroll at Banneker High School and our largest graduating class in recent years.**

DR. DUKE BRADLEY, PRINCIPAL BANNEKER HIGH SCHOOL

**3DE SCHOOLS THRIVE**

**High standards of excellence are demanded with proper supports to reach them. The collaborative nature of 3DE makes it easy to push towards new goals. The students be-come stronger faster, since the teachers are working collectively on the students’ behalf with a holistic view.**

3DE TEACHER

**ATLANTA PUBLIC SCHOOLS**

**COBB COUNTY SCHOOL DISTRICT**

**FULTON COUNTY SCHOOLS**

**GAWINNETT COUNTY PUBLIC SCHOOLS**

**GWINNETT COUNTY PUBLIC SCHOOLS**

**Banneker High School**

**Norcross High School**

Douglass High School

Osborne High School

**3DE TEACHER**

*RMC Third Party Data: Based on 2016-2017 Georgia Milestones for Math, Literacy, Biology, Lexile Scores & PSATs*