

Shmuel Bass

TORAH ACADEMY

of San Antonio

Annual Report

2020-2021



FROM THE BOARD PRESIDENTS

HOWARD S. FEINBERG - BOARD PRESIDENT

Dear TASA Family & Friends,

It's wonderful to see the fantastic state of our school as we look forward to its next phase of growth. Receiving initial and recent reaccreditation by Cognia is a testament to the quality of our faculty and institution led by Rabbi Yossi Marrus and Mrs. Jessica Diric.

It was just a little more than three years ago that it was unclear how TASA could raise the funds necessary to guarantee families that their children would not have to transfer schools at mid-year. At a special meeting in April 2018 of the Board, parents, faculty and friends, everyone present committed to working hard to strengthen the school. At that moment, Rabbis Aryeh Scheinberg (Rodfei Sholom) and Chaim Block (Chabad) pledged to give or get \$100,000 each so we could comfortably open school in the late summer as scheduled.

Then, after a series of events led to necessary changes in school administration and office staff, Rabbi Marrus and Mrs. Diric were promoted into their roles of Co-heads of School and the amazing marathon began! They eventually hired a superhuman office administrator, Mrs. Vanessa Kock, who has added warmth and administrative excellence to the office. Veronica Goldblum, Treasurer, worked tirelessly with school administrators and outside vendors to redesign the financial and administrative processes which helped Rabbi Marrus and Mrs. Diric to comfortably reduce expenses while continuously adding innovation and depth to the educational environment.

And then there was COVID. Given the foresight of Mrs. Diric and Rabbi Marrus, teachers were trained on remote learning methods two weeks before the March 16, 2020 lockdown. As a result of exceptional planning and leadership, school opened that Monday online without missing a day as education continued virtually for the remainder of the spring term. TASA admins and teachers made special efforts to engage students, providing door-to-door delivery of materials and laptops when needed. The 2019-2020 year ended well because TASA was prepared for any contingency and nimble in pivoting to online-learning.

Summer of 2020 saw Rabbi Marrus, Mrs. Diric, Mrs. Kock and teachers working hard to prepare the school for reopening in-person come August. And open we did, right as scheduled, with all the necessary safety precautions and behavioral protocols in place. The diligence of teachers and administrators created a fun environment for learning in spite of the necessary adjustments in physical space and behaviors. And they kept the TASA Family safe with only one issue all year - we had to delay reopening after winter break by one week while several families cleared quarantine and the children tested negative for the virus.

Though both Rabbi Marrus and Mrs. Diric claim not to enjoy fundraising, they both use their skills, passions and connections to orchestrate two highly successful events each year, which continued in spite of the COVID restrictions on in-person events. TASA's annual match-a-thons and Casino Nights are now well-established community happenings drawing hundreds of donations and attendees to the events. Every TASA Family, teacher, staff and board member join together in the action and the results of this year's Casino Night discussed elsewhere in this report speak to the success of our collective efforts.

As this school year draws to a close, I look back over six years on the board (the past three as president) with great appreciation for all the time and hard work every member of the TASA Family contributed to make certain that top-quality education was matched by excellent administration and financial management. I am humbled by the literally hundreds of supporters who have donated time, money and in-kind services to keep TASA great. I thank the Jewish Federation of San Antonio for its steadfast support from day-one of TASA right up to and including the next school year. And I cannot thank enough the humble champions of Jewish Day School Education who have quietly invested substantial financial support through the years without any thought of personal gain or desire to be publicly recognized.

With Yair Griver assuming the Board presidency soon, I know TASA is destined for even greater successes as the school tackles the good challenges of finding adequate space for a growing student body as well as developing a long-term strategic vision and business plan to achieve it.

Best wishes to all for a happy, healthy, relaxing and safe summer and year ahead.

Most sincerely,



Howard S. Feinberg - TASA Board President, 2018-2021

YAIR GRIVER - BOARD PRESIDENT-ELECT

Hello to the entire TASA community!

As I prepare to take on the Presidency of the board, I wanted to start by saying thank you to Howard Feinberg for all he has done during his term. In concert with the school administration, he has helped to put TASA on a firm footing, so that we can now start to look to the future.

What does that future look like? Well, we're already seeing over 30% growth in the number of students in TASA next year. We've just come through a school year in which we were one of the few schools that stayed open, safely, throughout the year (with the exception of a few precautionary learn from home days after winter break). We've just raised over 100K at our casino night to help with our Flexible Tuition/ tuition scholarships. Finally, we received high accreditation for our school and secular studies program from Cognia. That's a pretty good start!

We know that with growth come additional challenges:

1. Ensuring that we have good space for our students to learn
2. Remaining fiscally responsible
3. Positioning TASA for a solid financial future
4. Enhancing both our secular and Jewish education

As the summer progresses, and with the help of the heads of school, key members of the community and the Federation, we plan to create a strategic plan that addresses these points, and to bring this plan for further discussion to the board and the community.

Thank you for your trust and we look forward to the future.



Yair Griver - TASA Board President Elect

ADMINISTRATIVE REPORT

Shalom U'Vracha.

As you know, we have been making extraordinary progress at TASA over the last few years. We are financially solvent, are growing our student base by 30%+ for next year and have been re-accredited by Cognia. We are now moving into a “planning for the future” mode of managing our school, and as such, you have asked us to create an “annual report” for the school.

We are very grateful to Hashem for all His blessings as we look back at the many accomplishments and successes that we've had this year. Notwithstanding the significant challenges we faced due to the COVID-19 pandemic, we are extremely proud of the advancements and accomplishments we have been able to implement. In a difficult year, where many non-profit organizations and schools have been forced to shutter their doors, we are poised for an outstanding 9th year of operations with Hashem's help.

Thank you for your continued support. Have a blessed and safe summer.
Sincerely,



Rabbi Yossi Marrus
Dean of Students
Director of Judaic Studies



Jessica L. Diric, M.Ed.
Director of General Studies

General

This was an amazing and successful year. While some parents opted to take their kids totally out of school due to the COVID-19 pandemic, we were able to open and maintain our enrollment with 35 students. The staff and parent body, as well as the board of directors were happy with the administrative team and the job done. The morale of our school is high and we are closing out the year with good feelings all around.

- Rigorous COVID-19 protocols established over the summer by the board and administration were implemented and closely followed throughout the school year. As the situation changed, we updated these plans, and communicated with medical professionals, board members, staff and parents as needed.
- We were able to provide quality, in-person, education for 36 out of our 37 week school year. The one week that was not in-person (Week 19), an online learning option was provided for all families. Additionally, when students were not in attendance, due to being sick, being in quarantine, or out of extreme caution, we provided zoom classes and support for them.
- While we implemented the curriculum well, due to the K-1 class being combined, we were creative in some areas to make it all work. We are excited about the structure of classes for the 21-22 school year, with Kindergarten again being a stand-alone unit, 1/2 a combined unit, 3/4 a combined unit, and 5/6/7 as the middle school unit.

Educational

This was a year for educational growth at TASA. We, in partnership with our parents, successfully modified our general studies department, improved our Hebrew and religious studies department further, and worked individually with our students to close any gaps that appeared due to the months of remote learning that was forced on us all at the end of the last school year.

- As we started the school year, initial testing and assessments showed major educational gaps that far exceeded the normal “summer slide”. We implemented a plan with the teachers to identify, address, and close these gaps. Through continued individual assessments and focus on a child’s particular areas of weakness, end-year testing and assessments showed that we properly and effectively closed the majority of these gaps.
- Due to parent feedback last year, we opted to discontinue the online program (Odysseyware) in middle school and departmentalize the general studies program. This shift was a big success. We were able to make better use of our teachers and their innate skills. The result was a successful revamping and strengthening of the general studies academics which we plan to grow further in the future.
- The hiring of a new general studies staff person was a wonderful addition to our team. Our Hebrew teacher also did a phenomenal job in establishing herself (this was her first full year) and the Hebrew program in a new and positive light. In the Judaic studies program, we improved and resolved any lowlights from the previous year, leading to the best year to date.
- In the Judaic Studies department, for 2021-22, we will make a change in grades K-4, to only have one Judaic teacher per grade level (not multiple teachers teaching different subjects). This change will empower the teachers, result in less turnover for the students, and give both the students and staff a clear area of focus and responsibility.
- We oversaw the successful reaccreditation of the school (for the second time) through Cognia.
- We have already hired two new teachers for next year, and still have two more positions to fill.

Interpersonal and Communal

At TASA, we continue to emphasize the partnership we have with our parents, our board and the community. This year of COVID, certainly added challenges since we were unable to personally meet with our “shareholders” and invite them to see the school in session. We hope to get back to in-person visits in the next year. We were able to host parents outside at our last Kabbalat Shabbat of school. The smiles on everyone’s faces (student, staff and parents) just emphasizes how we are one family – and we look forward to getting back into our standard community practice next year.

- We had a larger set of “worried” communications from parents than in a typical year – most of them revolving around COVID, use of masks, etc. To our knowledge, they were dealt with in a timely and effective manner.
- As it is common in a school, there are occasional inter-student skirmishes during the year. This year, however, possibly due to social distancing, but probably mostly due to vigilance on the part of staff, there were fewer than usual and when they occurred, they were dealt with quickly and appropriately.
- We also had some families that needed intervention due to their child/ren needing emotional/educational/social/medical support and help. We met with and communicated regularly throughout the year (via phone, text, zoom and in-person), and got those students to begin working with professionals in their specific area of need. While this is an ongoing process, we feel that all the students had a good year, and we hope to see continued growth in these areas. The Jewish Federation’s Mental Health Grant, in conjunction with Jewish Family Services, was used as a resource for these families.
- We have regularly met with and updated both Rabbi Scheinberg of Rodfei and Rabbi Block of Chabad and kept them engaged in all aspects of the school. We have also built a relationship with Nammie Ichilov, CEO of the Federation, who has been very helpful and supportive of our mission.

Financial

The project that we began three years ago, overhauling our entire office system, is now complete. Vanessa has established herself as the office manager and is in complete control of all financial matters. With the help from Veronica Goldblum, Board Treasurer and Sol Schwartz's accounting firm, our books are clean and accessible.

- We moved all our banking to IBC Bank and everything is now synced with QuickBooks and our accounting. We also opened a new Scholarship Fund account.
- By streamlining the tuition and financial process, with easy forms online, Flex Tuition Charts, and clear guidelines and expectations, we were able to bring in more tuition with less hassle. All families are paid up or on a solid payment plan.
- The yearly budget will close well under the approved budget projection of \$517,000, and we are in a good cash flow position thanks to grants, fundraising and on-time tuition payments.
- Overall, by cutting our expenditures three years in a row, managing our resources well, and boosting tuition revenue and fundraising, we are in the black, and on solid financial footing as we close out our 8th year of operations.
- Federation allocation applications were successful and we have received the largest allocation in recent years.
- Please note that the Financial Statements are on a **cash basis** and are inflated due to income generated by Casino Night shortly before the close of May 2021.

Torah Academy of San Antonio
Balance Sheet
As of May 31, 2021

	Total
ASSETS	
Current Assets	
Bank Accounts	
BUSINESSELECT CHKG (7752)	0.00
IBC Checking	114,496.30
Total Bank Accounts	\$ 114,496.30
Accounts Receivable	
Accounts Receivable (A/R)	-5,325.24
Total Accounts Receivable	-\$ 5,325.24
Other Current Assets	
Credit Card Receivables	886.19
Uncategorized Asset	0.00
Total Other Current Assets	\$ 886.19
Total Current Assets	\$ 110,057.25
TOTAL ASSETS	\$ 110,057.25
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Chase Credit Card	6,140.57
Chase Ink Credit Cards	0.00
Total Credit Cards	\$ 6,140.57
Other Current Liabilities	
Adv Dep Federation Scholarships	0.00
Advance Deposits 2019-2020	-382.43
Bridge Loan Payable	0.00
Total Other Current Liabilities	-\$ 382.43
Total Current Liabilities	\$ 5,758.14
Total Liabilities	\$ 5,758.14
Equity	
Retained Earnings	47,066.29
Net Income	57,232.82
Total Equity	\$ 104,299.11
TOTAL LIABILITIES AND EQUITY	\$ 110,057.25

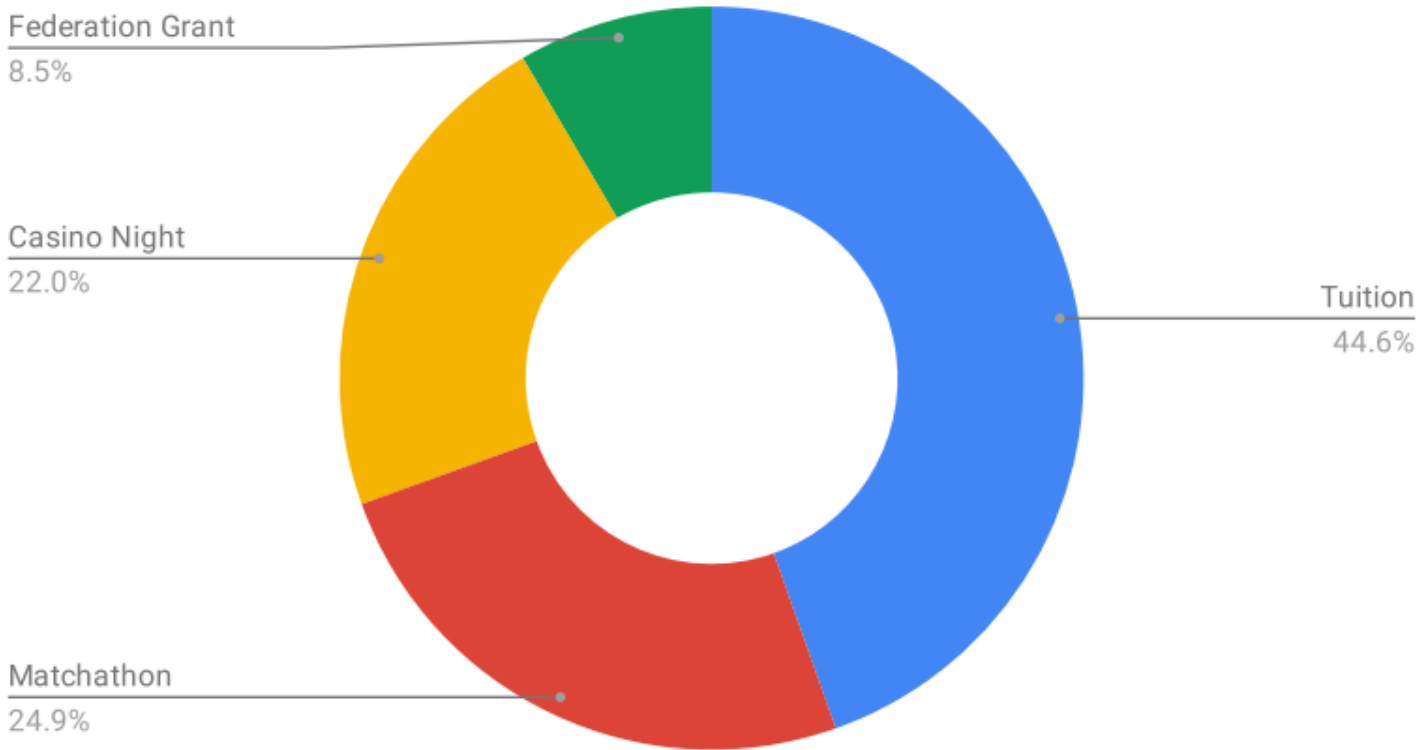
Torah Academy of San Antonio
Profit and Loss
 August 2020 - May 2021

	Total
Income	
30000 Chase Account Closing	-0.01
40000 TUITION	
40100 School Tuition	404,738.96
40110 Tuition Assistance	-121,382.14
Total 40100 School Tuition	\$ 283,356.82
40300 Registration Fee	8,904.77
40500 Federation Scholarship Funds	-4,100.00
40800 TASA Gear	131.25
Total 40000 TUITION	\$ 288,292.84
41000 MATCHATHON	
Total 41000 MATCHATHON	\$ 133,321.46
42000 CASINO NIGHT	64.50
Total 42000 CASINO NIGHT	\$ 72,184.16
44000 FEDERATION GRANT GENERAL - 850 Per up to 35	35,000.00
44100 Grant - The Foundation for Jewish Philanthropies of San Antonio	100.00
47000 GENERAL DONATIONS	-400.00
Total 47000 GENERAL DONATIONS	\$ 8,237.92
49000 BINGO	500.00
49650 JFSA COVID-19 Grant	25,000.00
49900 OTHER MISC INCOMES	2.95
49901 Uncategorized Income	526.77
Total 49900 OTHER MISC INCOMES	\$ 529.72
Unapplied Cash Payment Income	0.00
Total Income	\$ 563,166.09
Gross Profit	\$ 563,166.09

Torah Academy of San Antonio
Profit and Loss
August 2020 - May 2021

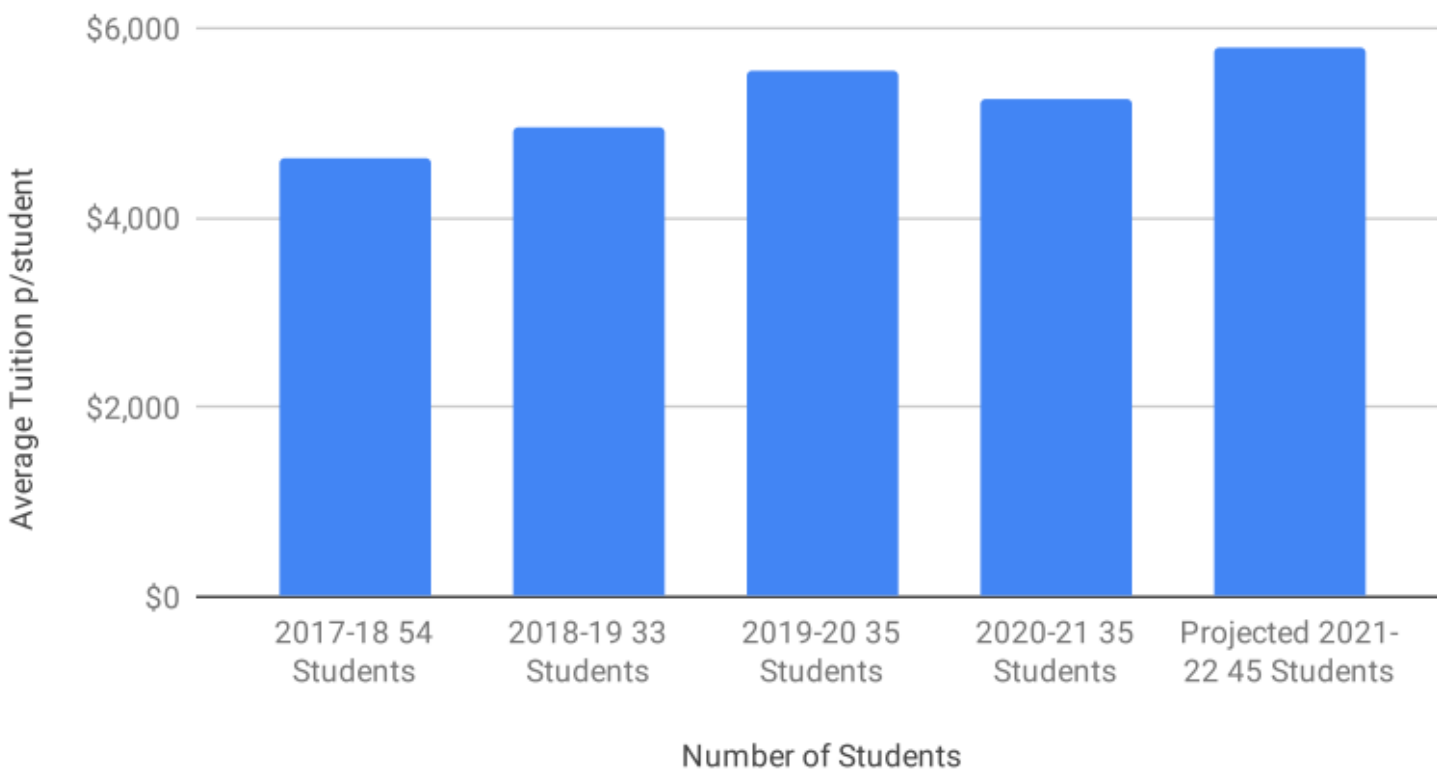
	Total
Expenses	
50000 OPERATING EXPENSES	
51000 GENERAL PAYROLL EXPENSES	175,263.43
51001 General Gross Payroll	134,683.87
51003 Staff Benefits	17,124.16
Total 51000 GENERAL PAYROLL EXPENSES	\$ 327,071.46
52000 SUB PAYROLL EXPENSES	3,001.90
52001 Sub Gross Payroll	33,856.48
Total 52000 SUB PAYROLL EXPENSES	\$ 36,858.38
Total 50000 OPERATING EXPENSES	\$ 363,929.84
60000 GENERAL/ADMIN EXPENSES	800.00
60001 GENERAL EXPENSES	52.00
61000 RENT & LEASE	10,000.00
61500 UTILITIES, MAINTENANCE & REPAIRS	1,505.67
62000 OFFICE EQUIPMENT LEASE	3,810.88
63000 SOFTWARE	21.80
63500 PHONE & INTERNET	1,463.79
64000 PROGRAM/EVENT COSTS	34.50
64500 INSURANCE	2,698.26
64700 ACCREDITATION- ADVANC-ED	1,171.00
65500 OFFICE SUPPLIES	896.27
67000 MARKETING	633.93
67500 BANKING AND CC FEES	9,981.82
69001 Uncategorized Expense	429.00
Total 69000 OTHER MISC GEN EXPENSES	\$ 429.00
Total 60001 GENERAL EXPENSES	\$ 32,698.92
63550 Website	197.11
65550 COVID-19 Expense	1,252.59
Total 60000 GENERAL/ADMIN EXPENSES	\$ 34,948.62
70000 SECULAR STUDIES DEPARTMENT	
71000 SS-Curriculum Materials	4,220.97
72000 SS-Professional Development	37.25
75000 Graduation Expense	29.48
Total 70000 SECULAR STUDIES DEPARTMENT	\$ 4,287.70
80000 JUDAICS/HEBREW DEPARTMENT	62.50
81000 JS-Curriculum Materials	2,064.56
82000 JS-Holiday Programming	1,365.00
Total 80000 JUDAICS/HEBREW DEPARTMENT	\$ 3,492.06
Interest Paid	304.18
Total Expenses	\$ 406,962.40
Net Operating Income	\$ 156,203.69

TASA Income Sources 2020-2021



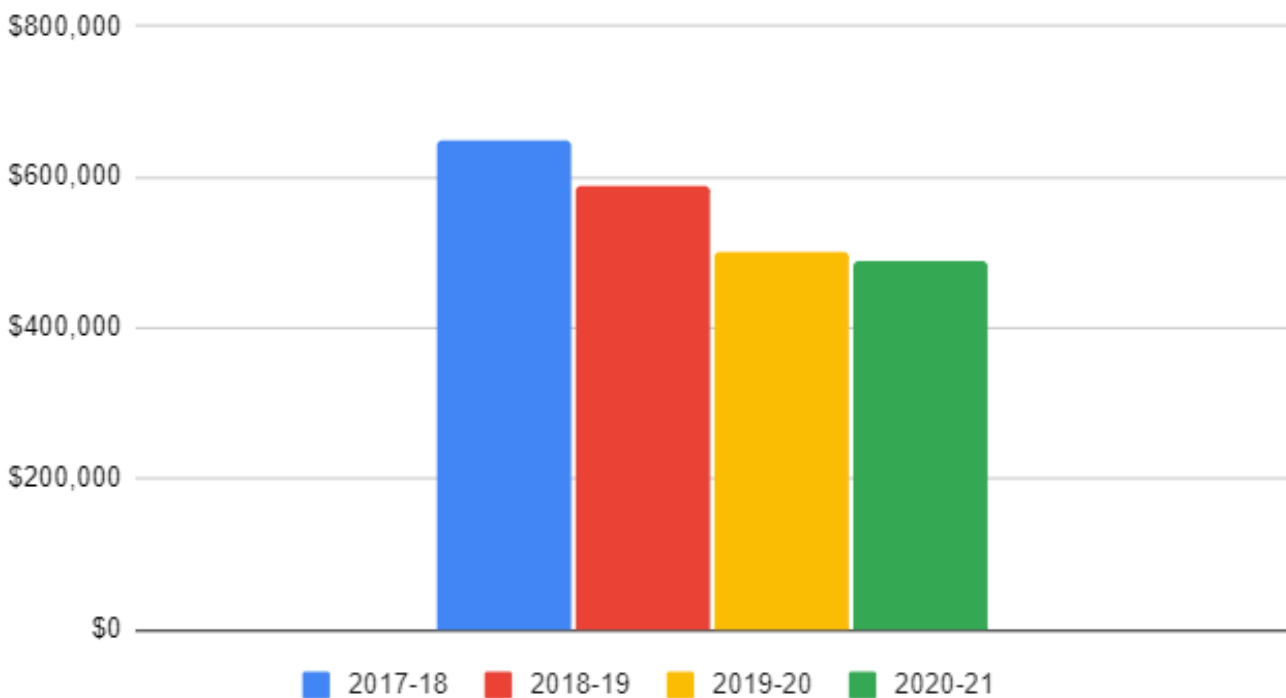


Annual Average Tuition per Student (2017-2022)



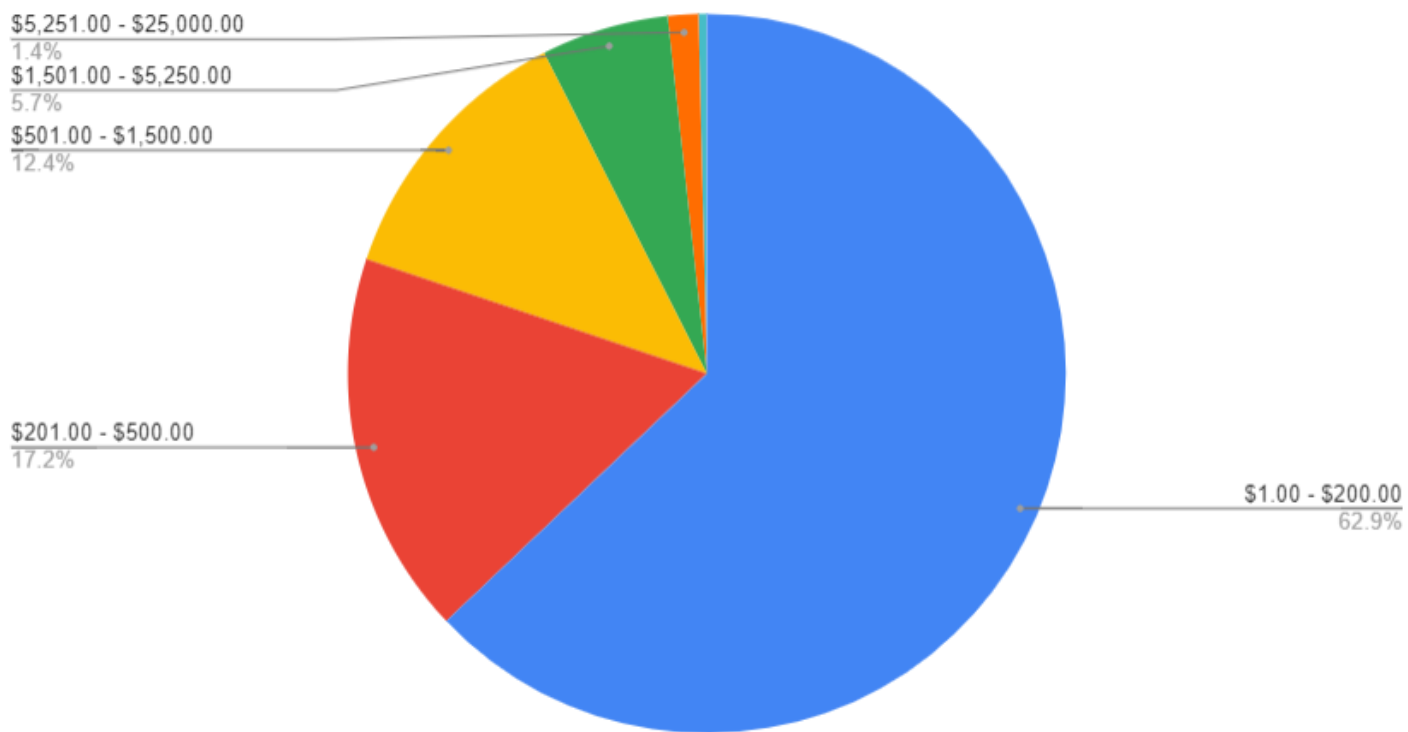


Expenses by Year



TASA Donation Sources

800 Active Donors



- 504 Donors - from \$1 to \$200
- 138 Donors - from \$201 to \$500
- 99 Donors - from \$501 to \$1,500
- 46 Donors - from \$1,501 to \$5,250
- 11 Donors - from \$5,251 to \$25,000
- 3 Donors - from \$25,001 to \$75,000

Fundraising

Our two main fundraisers for the year, were successful and notwithstanding the COVID-19 challenges, did very well.

- Matchathon netted \$102,000 and Casino Night netted approximately \$91,000.
- Additionally, we have improved the cash flow of fundraisers by moving everything online. In past years it took us months to collect the monies pledged during the fundraisers. This year, we collected over 85% of the monies from our fundraisers within 72 hours. While we pay more in fees, having immediate access to the funds more than makes up for it.

Recruitment and Retention

For the 2021-22 school year we will be gaining 14 students! We will also be losing 3 students.

- Two students have graduated.
- One student is returning to public school. While this student had a fantastic year on every level, the parents only enrolled in TASA as a stop-gap measure because of COVID-19.
- We have another student that may not return for next year. This is based on work schedule and personal reason as well.
- As of the close of school we have 46 students enrolled for the 2021-2022 school year, representing a 30% increase in enrollment. We also have 2-4 additional students that may enroll.
- We also celebrated the achievements of a number of our alumni recently:
 - * Noah Schwartz (Class of 2016) graduated Magna Cum Laude from Churchill High School and will attend and play football at Oberlin University .
 - * Sholom Marrus (Class of 2016) graduated JETS Yeshivah in Los Angeles, CA.
 - * Lior Shukrun (Class of 2016) graduated from Makif Aleph High School in Ashkelon, Israel.
 - * Shanna Miller (Class of 2018) was nominated to the Education Committee of the Shalom Task Force International Leadership at the Denver Torah Academy.
 - * Moses Pearsall (Class of 2018) National Honors Society at St. Philip's Early College High School.
 - * Rachel Kron (Class of 2019) AP/Honor classes at Torah Girls Academy in Houston, TX.

Marketing and Communication

During the course of the year, we implemented a number of marketing campaigns. Due to COVID, we wanted to ensure that communication continued with our families. We also wanted to ensure that the larger community knows how well we're doing.

- The bi-weekly TASA Times Newsletter was sent in print and via email to all parents, staff and board members. This allowed us to regularly discuss what was happening with our students and provide pictures of the activities.
- The quarterly TASA Report, an E-Newsletter, was sent via Mailchimp to our larger donor list (700+ contacts).
- Our Facebook and Instagram accounts were regularly updated and used to help promote the school and activities.
- The newly redesigned school website continues to get good reviews and ease of use. We ran the Casino Night completely through our website.
- In October 2020 we designed and sent a printed newsletter "The Jewish Future" to all our supporters.
- The Casino Night Ad Journal will be mailed in June 2021 to our larger sponsors and donors.

Areas of Future Growth

There are a number of areas that we'd like to improve in the next year. Some of them are restarting projects that were put on hold due to Covid, and some are meant to continue our growth.

- **Showcasing The School:** Showcasing our school is a primary focus for next year. We need to do a better job in telling our story to our parents, supporters and the community at large. While covid-19 made visitation and programming virtually non-existent, we are planning many exciting things for next year.
- **New Donor Database:** Now that our accounting is computerized, the next thing on our list is automating our donor database. While we do have excel sheets and donor information, at some point we will need to invest in either purchasing or building a proper database of all our donors in one place.
- **Training and Empowering Teachers:** As we will have 3 new staff members for the 2021-22 school year, approximately 1/3 of our staff will be new to our organization. We are working on a mentorship program to help them maximize their potential.
- **Programming and Activities:** Due to covid19, almost all special programming in the school was put on hold. We plan on reintroducing and increasing these programs for the coming year.
- **School Partnerships:** We are hoping to build new partnerships with other Jewish Day Schools in Texas as well as other Middle Schools in San Antonio.
- **Board Involvement:** We will be working with our board of directors to increase their engagement and activity with the school.
- **Strategic Planning:** We are working closely with our newly elected board president and key community members on a strategic plan and are eagerly looking forward to continued growth and expansion of our school.

Thank You

We welcome every member of the community to visit our school to see the TASA magic in action.

For additional information, or schedule a visit, please contact us at office@torahacademysa.com and you can also visit our website at <https://www.torahacademysa.com/>

Thank you for viewing our Annual Report!