

#### Accelerating Academics in an Enriching Environment

sycamorevalleyacademy.org | blueoakacademy.org | theacademiescharters.org award-winning, tuition-free, public charter schools

SVA: 6832 Avenue 280 Visalia, CA 93277 | BOA: 28050 Road 148, Visalia, CA 93291 SVA: (559) 622-3236 | BOA: (559) 730-7422



#### ATTENDANCE AND PUBLIC COMMENT CHANGES DUE TO COVID-19

The Academies CMO Board of Directors will be conducting its Board meeting on October 15, 2020. Given the current Shelter-in-Place Order covering Tulare County and the Social Distance Guidelines issued by Federal, State, and Local Authorities, The Academies CMO is implementing the following changes for attendance and public comment.

The Academies CMO Board meeting to be held on October 15, 2020 at 6:30 p.m. will *only be accessible via Zoom*. The meeting may be viewed through the following options:

Zoom: https://us02web.zoom.us/j/87229182582?pwd=SG9sdkR6Q1A0ZHh5RGFsZ29neVNUZz09

The Academies CMO will also provide links to the streaming option on the TACMO website and on its Facebook page.

Unfortunately, physical attendance by the public cannot be accommodated given the current circumstances and the need to ensure the health and safety of The Academies CMO Board, The Academies CMO staff, and the public as a whole.

If you wish to make a general public comment or public comment on a particular item on the agenda, <u>you must submit your public comments by e-mail to</u>: <u>dball@theacademiescharters.org</u>. In the subject line of the e-mail, please state your name and the item you are commenting on. If you wish to submit a public comment on more than one agenda item, please send a separate e-mail for each item you are commenting on. Please be aware that written public comments, including your name, may become public information. Additional requirements for submitting public comments by e-mail are provided below.

#### **General Public Comments & Comments on District Board Business Items**

For general public comments and comments regarding specific CMO Board Business Items, all public comments must be received by e-mail no later than 12:00 p.m. on October 15, 2020. Comments received by this time will be read aloud by a staff member during the applicable agenda item, provided that such comments may be read within the normal three (3) minutes allotted to each speaker. Any portion of your comment extending past three (3) minutes may not be read aloud due to time restrictions. If a general public comment or comment on a business item is received after 12:00 p.m., efforts will be made to read your comment into the record. However, staff cannot guarantee that written comments received after 12:00 p.m. will be read. All written comments that are not read into the record will be made part of the meeting minutes, provided that such comments are received prior to the end of The Academies CMO Board meeting.

## \*PLEASE BE AWARE THAT ANY PUBLIC COMMENTS RECEIVED THAT DO NOT SPECIFY A PARTICULAR AGENDA ITEM WILL BE READ ALOUD DURING THE GENERAL PUBLIC COMMENT PORTION OF THE AGENDA.\*

The Academies CMO thanks you for your cooperation in advance. Our community's health and safety is our highest priority.

Here is quick summary of the basics:

- No public attendance. Public may only observe online.
- All public comments must be submitted by email: <a href="mailto:dball@theacademiescharters.org">dball@theacademiescharters.org</a>
- Subject line of the email should state the commenter's name and the item they are commenting on.
- All general comments or comments on business items must be received by 12:00 p.m.
- Comments will be read aloud by staff (up to 3 minutes) if received on time.

If not timely but received by the end of the end of the meeting, comments will at least be included as part of the minutes for the meeting.



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#### **PUBLIC BOARD MEETING NOTICE & AGENDA**

October 15, 2020, 6:30 PM

Meeting Held Virtually - Join Zoom Meeting

https://us02web.zoom.us/j/87229182582?pwd=SG9sdkR6Q1A0ZHh5RGFsZ29neVNUZz09

In order to ensure that members of the public are provided a meaningful opportunity to address the Board on non-agenda items or agenda items that are within the Board's jurisdiction, non-agenda items may be addressed at the public comment portion of the agenda and agenda items may be addressed at the time the matter is considered by the Board. During the evening, many of the Board members will be speaking on various subjects. It should be noted that each Board member expresses only his/her opinion and not the opinion of the entire Board. Teleconferencing may be used for all purposes in connection with any meeting. All votes taken during a teleconferenced meeting shall be by roll call.

#### 1. OPENING BUSINESS

- 1.1 CALL PUBLIC SESSION TOORDER
- 1.2 ADA ACCOMMODATIONS
  - a. This meeting is held in an area accessible to the disabled. In compliance with the American Disabilities Act, if you need special assistance to participate in meetings, call (559) 730-7422 at BOA forty-eight (48) hours in advance of the meeting. Persons who are in need of disability-related modification or accommodation in order to participate in the Board meeting may make a request to Donya Ball at PO Box 1189, Visalia, CA 93279 or (559) 730-7422. Such a request should be in writing if possible or may be made in person or by telephone. The request should specify the nature of the accommodation or modification requested, including any auxiliary aids or services requested, and the name, address, and telephone number of the person making the request.
  - b. If documents are distributed to Board members concerning an agenda item within 72 hours of a regular Board meeting, at the same time the documents will be made available for public inspection. Interested members of the public may request to see the same documents by emailing the Superintendent (<a href="mailto:dball@theacademiescharters.org">dball@theacademiescharters.org</a>), and the complete packet will be shared electronically.
- 1.3 IDENTIFY CLOSED SESSION TOPICS OF DISCUSSION
- 1.4 PUBLIC COMMENT ON CLOSED SESSION TOPICS
  - a. General public comment on any closed session item will be heard. The Board may limit individual comments to no more than 3 minutes and individual topics to 20 minutes. Please begin your comments by stating your name.
- 1.5 ADJOURN TO CLOSED SESSION
- 2. CLOSED SESSION (May reconvene after the public meeting, if necessary)
  - 2.1 There are no Closed Session items to include this evening.

#### 3. REGULAR SESSIONRECONVENED

- 3.1 CALL PUBLIC SESSION TOORDER
- 3.2 REPORT ACTION TAKEN IN CLOSED SESSION (if any)
- 3.3 General public comment on any school related topic may be heard at this time. The Board asks that any public comment on an item listed on tonight's agenda be addressed at the time the item comes up for discussion by the Board. Pursuant to Board Policy, the Board may limit individual comments to no more than 3 minutes and individual topics to 20 minutes. Please begin your comments by stating your name.

#### 4.CONSENT AGENDA

#### 4.1 ADMINISTRATIVE SERVICES

There are no Administrative Services items to include this evening.

#### 4.2 SUPERINTENDENT'S OFFICE

- 1. Approval of Minutes of the board meetings on September 16, 2020 & September 24, 2020 (Enc. No. 1)
- 2. Approval of the September 2020 Check Register Report (Enc. No. 2)

#### 5. PUBLIC RECOGNITION/PROCLAMATIONS/ACTION

5.1 There are no Public Recognition/Proclamation/Action items to include this evening.

#### 6. PROGRAM UPDATE & BOARD DEVELOPMENT

#### Presentation/Public Hearing/Public Comment/Board Discussion

- 6.1 Program Update: Special Education Small Group/Cohorts
- 6.2 Board Development: There are no Board Development items to include this evening.

#### 7. COMMUNITY REPORTS

#### Presentation/Public Hearing/Public Comment/Board Discussion

- 7.1 Board Member Report
  - a. Board Nominating Committee Report
- 7.2 Superintendent Report
  - a. October Parent Teacher Conferences
  - b. November & December Board Meeting Dates
  - c. Recording Board Meetings through Zoom
- 7.3 Principal Report
  - a. BOA: Identification of Learning Gaps and supports for students not meeting standards at BOA
  - b. SVA: Identification of Learning Gaps and supports for students not meeting standards at SVA
- 7.4 Operations Director Report
  - a. Operations Update
- 7.5 Teacher Representative Report
  - a. Curriculum & Instruction Update

#### 8. ADMINISTRATIVE PANEL RECOMMENDATIONS/ACTIONS

#### Review / Public Hearing / Public Input / Board Discussion / ACTION (as applicable)

8.1 There are no Administrative Panel items to discuss this evening.

#### 9. GENERAL AGENDA

#### Review / Public Hearing / Public Input / Board Discussion / ACTION (as applicable)

- 9.1 Monthly Financials (Enc. No. 3) ACTION
- 9.2 Approval of TACMO 2019-2024 Strategic Plan with Equity & Inclusivity Commitment (Enc. No. 4) ACTION
- 9.3 Approval of Boardable Management Software for 2-year term (Enc. No. 5) ACTION
- 9.4 Approval of Plan to Expand In-Person Targeted Intervention and Instructional Supports for Small Groups/Cohorts (Enc. No. 6) ACTION
- 9.5 Approval of 2020-21 TCOE Agency Agreement for Health/School Nursing Services (Enc. No. 7) ACTION

#### 10. ADJOURNMENT

- 10.1 Request for future Board Agenda items
- 10.2 The next The Academies CMO board meeting: November 19, 2020 at 6:30 PM via Zoom.

# Enc. No. 1



The Academies Charter Management Organization Regular Meeting: September 16, 2020, 6:30 PM Meeting held via live remote video conferencing.

Board Members Present: Harold Rollin, Alex Tietjen, Lily Wachter, Erin Andersen, Craig Wheaton

Board Members Absent: Michelle Phillips

Majority Present: yes

#### Others Present:

Donya Ball, Superintendent Corey Morse, BOA VP & TACMO Dir. of SpEd
Cristina Johnson, Teacher rep Dana Stinson, BOA Principal Er
Amita Parikh, Ed Tec Allan Benton, SVA Principal Al

Alisa Viera
Andrew Sommer
Ashley Jones
Corynne Dias
Daniel Jackson
Jennifer Denham
Dee Sitton
Fernanda Lima
Lori Poggione
Melodi Flynn
Steph Zuniga
Andrew Sommer
Caley Hash
Daniel Jackson
Dee Sitton
Stacy Plantier
Melodi Flynn
JessicaBennett

Erica Galindo
Alejandra Yado
Maria Lopez
Tina Flynn
Gina Ananian
Jennifer Bethany
Monica Rook
Michelle Jesson

#### 1. OPENING BUSINESS

- 1.1 CALL PUBLIC SESSION TO ORDER Rollin called the meeting to order at 6:31PM
- 1.2 ADA ACCOMMODATIONS
  - a. This meeting is held in an area accessible to the disabled. In compliance with the American Disabilities Act, if you need special assistance to participate in meetings, call (559) 730-7422 at BOA forty-eight (48) hours in advance of the meeting. Persons who are in need of disability-related modification or accommodation in order to participate in the Board meeting may make a request to Donya Ball at PO Box 1189, Visalia, CA 93279 or (559) 730-7422. Such a request should be in writing if possible or may be made in person or by telephone. The request should specify the nature of the accommodation or modification requested, including any auxiliary aids or services requested, and the name, address, and telephone number of the person making the request.
  - b. If documents are distributed to Board members concerning an agenda item within 72 hours of a regular Board meeting, at the same time the documents will be made available for public inspection. Interested members of the public may request to see the same documents by emailing the Superintendent (dball@theacademiescharters.org), and the complete packet will be shared electronically.
- 1.3 IDENTIFY CLOSED SESSION TOPICS OF DISCUSSION Rollin moved closed session to the end of the public session.
- 1.4 PUBLIC COMMENT ON CLOSED SESSION TOPICS
  - General public comment on any closed session item will be heard. The Board may limit individual comments to no more than 3 minutes and individual topics to 20 minutes. Please begin your comments by stating your name.
- 1.5 ADJOURN TO CLOSED SESSION Rollin adjourned the public session at 10:13PM.
- 2. <u>CLOSED SESSION</u> (May reconvene after the public meeting, if necessary) Rollin called closed session to order at 10:14PM
  - 2.1 PERSONNEL (Government Code § 54957). It is the intention of this governing body to meet in



closed-session to consider public employee appointment/employment for the position of: Instructional Aide (BOA)

#### 3. REGULAR SESSION RECONVENED

- 3.1 CALL PUBLIC SESSION TO ORDER Rollin called public session to order at 10:20PM
- 3.2 REPORT ACTION TAKEN IN CLOSED SESSION

  Wachter moved to approve the contracts for D. Barraza and T. Stainbrook, Tietjen seconded, approved 5-0.
- 3.3 GENERAL PUBLIC COMMENT ON ANY SCHOOL RELATED TOPIC one comment was submitted. Rollin noted he will allow public comments which were not submitted in advance.
  - 1. Erika Chan presented a public comment regarding teaching Black History and a parental response received to her teaching students about anti-racism and the history of racism in America. She asked the board to adopt the CARES statement presented to the board last month so parents know and understand that this is what our schools stand for and also asked the board to adopt an anti-racism curriculum for the schools. Rollin requested that the CARES statement be added to next month's agenda for discussion and action.

#### 4. CONSENT AGENDA

4.1 ADMINISTRATIVE SERVICES

There are no Administrative Services items to include this evening.

#### 4.2 SUPERINTENDENT'S OFFICE

- 1. Approval of minutes of board meeting on August 20, 2020 (Enc. No. 1)
- 2. Approval of the August 2020 Check Register Report (Enc. No. 2)

Rollin asked if any board members wish to remove items from the consent agenda. No items were removed, the consent agenda is deemed approved.

#### 5. PUBLIC RECOGNITION/PROCLAMATIONS/ACTION

The Academies CMO Board of Directors wishes to recognize Erica Galindo, Instructional Aide at Blue Oak
Academy for being selected by Tulare County Office of Education as finalist for School Employee of the Year (Enc. No. 3)

#### 6. PROGRAM UPDATE & BOARD DEVELOPMENT

Presentation/Public Hearing/Public Comment/Board Discussion

- 6.1 Program Update: Dr. Ball presented
  - a. California Department of Health Guidance for Small Cohorts/Groups of Children and Youth
     (Enc. No. 4) Ball presented a table outlining the guidelines for each possibility of bringing students back to campus.
  - b. Tulare County Department of Health School Cohorts Guidance (Enc. No. 5)
  - c. Parent on Behalf of Student v. Los Angeles Unified School District, OAH Case No. 2020050465 (Enc. No. 6)
  - Dr. Ball noted that in this case, parents sued the district for failure to meet special education requirements through distance learning.
- Board Development: Online, self-paced training on the Ralph M. Brown Act through CSDC https://www.chartercenter.org/how-we-support/leadership-trainings/brown-act-online-training?ct=t(EMAIL\_CAMPAIGN\_2\_10\_2020\_11\_41\_COPY\_01)&mc\_cid=d818fd2869&mc\_eid=3a086e9a38 Rollin presented the information about where to seek training on updates to the Brown Act.

#### 7. COMMUNITY REPORTS

Presentation/Public Hearing/Public Comment/Board Discussion

- 7.1 Board Member Report
  - a. Board Nominating Committee Report

    Andersen reported that she, Rollin, and Phillips are part of the committee. The committee met in August. There

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is one open seat to fill, and they think a community member at large would be best to fill that seat. She read aloud a draft email from the committee to the staff regarding board recruitment and sought feedback from the Board. Wachter commented that the letter should include any possible groups that are ineligible for board membership.

In Rollin's report, he thanked staff for their continued work through difficult and politicized times.

#### 7.2 Superintendent Report

#### a. Monthly Parent Forums

Dr. Ball presented outcomes from parent forums. Adopting an inclusivity statement is a priority. She presented the option of adding this to the existing strategic plan in a future board meeting. Wheaton stated that he believes it should be agendized to discuss adding the statement as a standalone item in the strategic plan. Rollin and Ball are committed to discussing adoption of anti-racist curriculum although it may not be agendized for adoption during the current academic year.

#### 7.3 Principal Report

a. BOA: Distance Learning Month 1 at Blue Oak Academy

Stinson reported drastically better engagement since some changes to synchronous and asynchronous times and new engagement strategies. She has also found that teachers' passion is reawakened under the new plan. Training for teachers is moving into pedagogy and away from tech tools. Nancy Fetzer training underway now. Moving toward developing more effective asynchronous work for students. Weekly exchange on Fridays.

#### b. SVA: Distance Learning Month 1 at Sycamore Valley Academy

Benton reported, noted he has been extremely proud of the SVA staff in the way they are supporting each other and their willingness to to be flexible. SVA slowly worked through tech and scheduling issues. First efforts at MAP assessment are underway, they decided to go for it early so there would be plenty of time to adjust and get all of the assessments completed so they can get the intervention program up and running. Distance learning looks different than it does at BOA, there is one larger longer meeting for each grade level and small groups, plus specialist videos, and asynchronous work. Nancy Fetzer training coming for SVA teachers. Weekly exchange on Fridays. Benton has been increasing social media presence.

#### 7.4 Operations Director Report

a. Technology for distance learning

Van Groningen discussed different aspects of technology for distance learning and some of the key staff involved.

b. TACMO Day Camps

Van Groningen reviewed the program and enrollment.

c. SVA Modernization Project

Van Groningen shared photos of the completed project.

#### 7.5 Teacher Representative Report

a. Curriculum & Instruction Update

Johnson reported there are two opposing forces in distance learning, the sense of urgency and the slow pace of adjusting to new technology, new processes, new everything. She noted that many students are supporting younger siblings with distance learning and many are in day camps all over town with varying degrees of support. Small groups are working well for providing differentiated instruction. Kids are eager to come back to school.

#### 8. ADMINISTRATIVE PANEL RECOMMENDATIONS/ACTIONS

Review / Public Hearing / Public Input / Board Discussion / ACTION (as applicable)

8.1 There are no Administrative Panel items to discuss this evening.

#### 9. **GENERAL AGENDA**

Review / Public Hearing/ Public Input / Board Discussion /ACTION (as applicable)

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- 9.1 Monthly Financials (Enc. No. 7) ACTION

  Amita Parikh of EdTec presented. Wachter moved to approve the financial report as presented, Wheaton seconded, approved 5-0.
- 9.2 Unaudited Actuals 2019-20 Fiscal Year for Blue Oak Academy (Enc. No. 8) ACTION
- 9.3 Unaudited Actuals 2019-20 Fiscal Year for Sycamore Valley Academy (Enc. No. 8) ACTION
  Amita Parikh of EdTec presented. Andersen moved to approve the unaudited actuals for Blue Oak Academy and Sycamore Valley Academy, Tietjen seconded, approved 5-0.
- 9.4 20-21 Learning Continuity and Attendance Plan for Blue Oak Academy (Enc. No. 10) ACTION
- 9.5 20-21 Learning Continuity and Attendance Plan for Sycamore Valley Academy (Enc. No. 11) ACTION Tietjen moved to approve the Learning Continuity Plan for Blue Oak Academy and Sycamore Valley Academy, Wachter seconded, approved 5-0.
- 9.6 20-21 TCOE Occupational Therapy Services Contract (Enc. No. 12) ACTION Andersen moved to approve the agency agreement with TCOE for Occupational Therapy, Wachter seconded, approved 5-0.
- 9.7 Approval of TACMO Instructional Plan for Small Group Cohorts for Students with Disabilities (Enc. No. 13) ACTION
  - Morse presented. Public comment from Jennifer Bethany opened discussion about what happens if parents decline recommendation to bring students to campus. It was clarified they would continue to receive instruction from their classroom teacher and Educational Specialist. Wachter moved to approve TACMO Instructional Plan for Small Group Cohorts for Students with Disabilities Wheaton seconded, approved 5-0.
- 9.9 Approval for TACMO to complete waiver application to Tulare County Health and Human Services Agency (Enc. No. 14) ACTION Ball presented, sharing the "cheat sheet" she presented in item 7.2 and the current COVID data for Tulare County noting we are currently in the top tier (widespread).
  - Alejandra Yado commented asking if the board does move forward with a waiver will teachers have a choice about if they will be allowed to choose not to teach in person, or if they will lose their job.
  - Erica Galindo commented asking if the school goes forward, will student attendance on campus be required or will distance learning be an option? Dr. Ball responded that SB98 states that all families must be given a distance learning option, even if we move into the next tier of restrictions (substantial and are allowed to fully open). Stacy Plantier commented that research shows that the social emotional development of TK-2 students is compromised by distance learning, and she expressed concern about the impact for the future of this generation. She asked the board to please allow the schools to apply for the waiver to bring the youngest students back.

Jennifer Denham commented that the kids with the highest level of need are having the most struggle through distance learning, they can't type a question into a chat, sometimes they can't unmute themselves to have interactive exchanges. Kindergarten is not digital, it is for learning how to hold a pencil, how to cut with scissors, etc. and it's a real challenge to send materials home to learn these things. She appealed to the board to bring the youngest kids back under a waiver.

Lori Poggione commented that she agrees with Jennifer Denham.

Erica Galindo commented that we're not choosing distance learning, this was mandated for the safety of our community.

Dr. Ball reiterated that families who choose distance learning will be granted that option. She also stated that we cannot accommodate a full class size nor all of the enrolled students on campus every day, we will have to create a schedule to reduce the number of students on campus and in each classroom on any given day. The health guidelines will have to be followed.

Wheaton pointed out that even if the board allows the schools to apply for waivers, it will be a while before students could come back. Dr. Ball said we are a minimum of four weeks out from being able to bring students on campus, being realistic about the timeline for polling families, developing an instructional plan, and



completing the waiver application process.

Tietjen asked if the guidelines for closing schools due to surges/outbreaks still apply under the waiver. Ball stated that if 5% of a classroom test positive the classroom shuts down for 14 days. If 5% of the school tests positive, the entire school shuts down for 14 days. Consistency may become an issue and negative effects on students due to the disruption of the educational process and individual's lives may follow. Tietjen asked if 5% (ie: 1 student in a 14 student cohort) tested positive, both cohorts with that teacher would be quarantined for 14 days and it was confirmed that this is the case.

Wachter asked a clarifying question about if the waiver were granted if the schools have leeway to implement their waiver when they are ready and it was confirmed that being granted a waiver does not bind the school to open.

Rollin commented that we have a societal obligation to keep not just students safe, but their families, and our staff as well.

Allan Benton asked about the risk/liability of bringing more students on campus, is the school liable for illness or death? Ball responded that as long as we go through the waiver process and are approved by the county we will not be liable so long as we adhere to the 5% threshold for COVID positive students and other health guidelines. Harold clarified that there is never a situation where zero liability is an absolute.

Andersen moved to poll TK-2nd grade families for SVA and BOA to determine preference for potential placement if we should come back in person and for the board to have a special meeting next week to review the data and determine whether or not to apply for the waiver, Wheaton seconded. Wachter encouraged Andersen to modify the motion to include polling all families. Tietjen said he anticipates some frustration from 3-6 families if they feel that they are not able to weigh in. Tietjen also cautioned that the wording of the poll needs to be very carefully chosen. Andersen amended her motion to poll all families of SVA and BOA regarding the potential for reopening campuses to students, and for the board to have a special meeting next week to review the data and determine whether or not to apply for the waiver, Wheaton seconded. Approved 5-0.

#### 10. ADJOURNMENT

- 10.1 Request for future Board Agenda items. Andersen requested another recruiting update for the board report.
- 10.2 Rollin adjourned the meeting at 10: 21PM.

A special meeting will be held on Thursday, September 24, 2020 at 5:00PM via Zoom web conferencing. The next regular meeting of The Academies CMO Board of Directors: October 15, 2020 at 6:30 PM via Zoom web conferencing.

Respectfully submitted by Claudia Van Groningen



The Academies Charter Management Organization Regular Meeting: September 24, 2020, 6:30 PM Meeting held via live remote video conferencing.

Board Members Present: Michelle Phillips, Harold Rollin, Alex Tietjen, Lily Wachter, Erin Andersen, Craig Wheaton

Board Members Absent: Majority Present: yes

Others Present:

Donya Ball, Superintendent Jonna Rasner, SVA VP Dana Stinson, BOA Principal

Allen Wan Brooke Jackson Cristina Johnson

Fernanda Piraja de Lima

James Archer
Jessica Zenda
Krista Rollin
Maria Gutierrez
Michelle Jessen
Stephanie Clark
Shauna Dolin

Chelsie Charest

Peyton

Caley Hash Sandra Padilla Allan Benton, SVA Principal Corey Morse, BOA VP

Erica Galindo Brittany Knotts Cassie Allegre Dezaraye Bagalayos

Dezaraye Bagalayos

Gina Ananian Leslie Archer JP Holeman Kristen Price Melodi Flynn Rebecca Garcia Greg Swarthout Tina Flynn Sophia

Jessica Zenda Monica Rook Claudia Van Groningen, Ops Cristina Johnson, Teacher Rep

Alejandra Yado Ami Simoni Clarissa

Elena Sevier Giannandrea

Gloria Cazarez Jennifer Denham Kali Camara Lori Poggione Melody Swarthout

Sophia Corynne Dias Amanda Hendrick

Alisa Viera Kate H

Shannon Maskal

#### 1. OPENING BUSINESS

- 1.1 CALL PUBLIC SESSION TO ORDER Rollin called the meeting to order at 5:03PM
- 1.2 ADA ACCOMMODATIONS
  - a. This meeting is held in an area accessible to the disabled. In compliance with the American Disabilities Act, if you need special assistance to participate in meetings, call (559) 730-7422 at BOA forty-eight (48) hours in advance of the meeting. Persons who are in need of disability-related modification or accommodation in order to participate in the Board meeting may make a request to Donya Ball at PO Box 1189, Visalia, CA 93279 or (559) 730-7422. Such a request should be in writing if possible or may be made in person or by telephone. The request should specify the nature of the accommodation or modification requested, including any auxiliary aids or services requested, and the name, address, and telephone number of the person making the request.
  - b. If documents are distributed to Board members concerning an agenda item within 72 hours of a regular Board meeting, at the same time the documents will be made available for public inspection. Interested members of the public may request to see the same documents by emailing the Superintendent (dball@theacademiescharters.org), and the complete packet will be shared electronically.
- 1.3 IDENTIFY CLOSED SESSION TOPICS OF DISCUSSION
- 1.4 PUBLIC COMMENT ON CLOSED SESSION TOPICS

General public comment on any closed session item will be heard. The Board may limit individual comments to no more than 3 minutes and individual topics to 20 minutes. Please begin your comments

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by stating your name.

#### 1.5 ADJOURN TO CLOSED SESSION

#### 2. <u>CLOSED SESSION</u> (May reconvene after the public meeting, if necessary)

2.1 There are no Closed Session items to include this evening.

#### 3. REGULAR SESSION RECONVENED

- 3.1 CALL PUBLIC SESSION TO ORDER
- 3.2 NO CLOSED SESSION ACTION TO REPORT
- 3.3 GENERAL PUBLIC COMMENT ON ANY SCHOOL RELATED TOPIC

#### 4. CONSENT AGENDA

4.1 ADMINISTRATIVE SERVICES

There are no Administrative Services items to include this evening.

4.2 SUPERINTENDENT'S OFFICE

There are no Superintendent's Office items to include this evening.

#### 5. <u>PUBLIC RECOGNITION/PROCLAMATIONS/ACTION</u>

5.1 There are no public recognition/proclamations this evening.

#### 6. PROGRAM UPDATE & BOARD DEVELOPMENT

Presentation/Public Hearing/Public Comment/Board Discussion

- 6.1 Program Update: There is no Program Update to include this evening.
- 6.2 Board Development: There are no Board Development items to include this morning.

#### 7. COMMUNITY REPORTS

Presentation/Public Hearing/Public Comment/Board Discussion

7.1 There are no Community Reports to include this evening.

#### 8. ADMINISTRATIVE PANEL RECOMMENDATIONS/ACTIONS

Review / Public Hearing / Public Input / Board Discussion / ACTION (as applicable)

8.1 There are no Administrative Panel items to discuss this evening.

#### GENERAL AGENDA

Review / Public Hearing / Public Input / Board Discussion / ACTION (as applicable)

- 9.1 Presentation and discussion of SVA and BOA parent and staff survey data (Enc. No. 1)
  - Dr. Ball presented the survey data, noting that expressing a preference for one option does not necessarily mean that the respondent does not still have concerns about the option they selected.
  - Rollin invited questions from the Board. Tietjen asked if the staff survey was anonymous. Ball answered that it was not.
  - Wheaton asked if it was clear to families that returning to campus would not necessarily mean returning to regular day attendance for full days. Dr. Ball confirmed that it was made clear to staff and families that regular days five days per week would definitely not be what returning under a waiver would entail.
- 9.2 Approval of TACMO to complete waiver application to Tulare County Health and Human Services Agency (Enc. No. 2) ACTION

Dr. Ball read aloud a previously submitted public comment from Rachele Berglund which urged the board to only approve a waiver for students whose educational needs require them to be on campus. She also urged the board



to avoid changing teacher classroom assignments.

Krista Rollin read her previously submitted public comment aloud, urging the board not to apply for a waiver. Dr. Ball read aloud a previously submitted public comment from Cassie Allegre which urged the board not to

apply for a waiver.

Kali Camara read her previously submitted public comment aloud which urged the board not to apply for a TK-2nd grade waiver.

Dr. Ball read aloud an anonymous public comment which was previously submitted. The comment urged the board not to approve the application for a waiver while the community is in the purple tier.

Cristina Johnson presented public comment, stating that she is currently a long-term substitute for a class at BOA. She said that many students in her class are working completely alone and that distance learning is not working for those who do not have an adult alongside them all day to help them learn.

Dezaraye Bagalayos presented a public comment stating that a waiver would make the pressure on families even greater and urged the board to stick with opening when it's safe for everyone to come back.

Stephanie Clark presented a public comment stating that as a nurse she understands the severity of the virus and noted that it is up to the county health department to determine if it is safe to approve the waiver. She also noted that parents can still choose to keep their children home if the waiver is approved.

Erica Galindo presented a public comment stating that current guidelines are in place to protect public health and urged the board not to approve a waiver.

Rollin closed public comment then invited JP Holeman, The Academies' insurance agent, to speak to the risk perspective of reopening under a waiver.

Holeman stated that TACMO has only 3 years of history with their insurance carrier. He stated that if claims were filed for COVID, it could mean that the insurance carrier might drop the policy and that acquiring a new insurance carrier could be beyond what TACMO can afford.

Wachter asked Holeman if claims would be viewed differently by a carrier if it were from Day Camp, Special Ed cohorts, or others who are on campus under a waiver. Holeman stated that the risk of being dropped by the carrier is the same for any COVID claims.

Wheaton clarified that TACMO has chosen to take a risk by holding Day Camp and Special Ed cohorts on campus and Holeman concurred that was factual. Holeman implied that operating under a waiver could be viewed by a carrier as operating outside of the law.

Wheaton asked for clarification, noting that the state has given this legal avenue to schools and the county health department is legally approving this option for schools.

Dr. Ball noted that the state health department has issued guidelines for what has to happen to have a waiver approved. She noted that the Day Camp and Small Cohort guidelines are much more restrictive than those for operating under a waiver.

Holeman stated that more people on campus means greater risk from an insurance perspective.

Wachter questioned, supposing that the numbers in Tulare County were to reach the point where we can open without a waiver, if there were a claim at that time, would there be less room for interpretation by insurers? Holeman stated that a claims adjuster will use the waiver to try to get out of paying a claim. He also stated that multiple claims at this point in our history, whether or not we were to win, could be catastrophic for TACMO's insurability, potentially causing the demise of the organization.

Rollin opened further discussion from the board.

Discussion of expanding the small cohorts program which the board already approved. Staffing budget would need to be increased.

Andersen noted that TK and K have 100% of instructional staff preferring on campus discussion and a high majority of families in those grade levels preferring it as well.

Wheaton noted that TK and K are not effectively served through distance learning, up into 1st grade as well. He also stated that those who are privileged are better served by distance learning, and those who do not have the privilege of an adult alongside them for distance learning are disserved. The inequity is an issue. He also stated



that TACMO is in the business of educating students, not providing day care.

Rollin returned to the issue of risk and insurance claims.

Tietjen commented that K-2 students will not stay apart from each other due to human nature. Even with the best of planning and thinking, the kids will behave as they do.

Andersen asked about timing.

Wachter stated that there is an opportunity to put together a waiver application which will mean preparing plans for reopening for when we are able. The timing of the application sooner than later gives the chance to prepare for when the schools do reopen. She suggested opening for TK or TK-K could be approved first once the plans are in place, and then potentially add other grade levels later.

Wheaton noted that applying for a waiver would allow us to create a timeline for reopening at a time that would be less disruptive, such as midyear. He said we need to have a plan early on and bring back the students who need to be back to get them the support they need in small grade level groups with core instruction on a regular basis.

Rollin returned to the issue of risk and liability.

Wheaton noted that the liability issue wasn't beleaguered when choosing to operate Day Camps.

Tietjen stated he would prefer to wait until after winter break.

stated that there is high engagement, even in TK and K.

Wachter noted that every organization is facing these challenges right now.

Rollin noted that our organization is both young and small. He also stated that kids such as his own are responding well to changes made in distance learning and said he doesn't want to change things up now that everyone is starting to get the hang of it.

Dr. Ball stated that it would take about a month to get a plan together for bringing students back.

Andersen asked about what the schools are doing to serve the students who are not being well served under distance learning. She addressed her question to the Principals.

Allan Benton responded that SVA is beginning to set up intervention based on assessment data from MAP assessments which were completed today. He noted that there are students who would be better served with in person learning.

Stinson stated that she has been researching individualized computer programs for students to use for their asynchronous work which is 50% of the distance learning school day. The programs would allow students to have a more personalized experience and would increase engagement. She plans to spend \$20K on a program soon. She also stated that in a meeting with a Blue Oak teacher today the teacher said she is surprised how well distance learning is going and is only worried about a few who are English language learners. Stinson went on to say that she is concerned about substitutes, stating that a Day Camp Aide was out with symptoms, and it was difficult to get a sub. She said that subs are always a challenge and she is concerned that the requirements for staying home with symptoms will mean it will be very difficult to secure enough subs if we're on campus. She

Phillips commented that she is worried about the inconsistency of the COVID numbers in our county. She also noted that we should keep perspective on the number of instructional days between now and winter break. Wachter stated that she would like to put together a plan for returning students to campus with TK and K returning as soon as a waiver can be approved, with 1st-6th returning after winter break, and bringing back students who are "falling through the cracks" via the small cohort program.

Wheaton stated that he would support a motion to bring back TK-2 in small cohorts for some sort of hybrid model that delivers some in person instruction.

Phillips asked about staffing and if we'd be bringing back staff who don't want to come back to campus.

Re-rostering in 1st and 2nd grade would be required to accommodate staff preference. Dr. Ball noted that TK and K teachers want to come back, so re-rostering would not be necessary. Rollin asked how the students in TK and K remaining in distance learning will be taught. Ball stated that synchronous instruction can occur with students in classrooms and on distance learning.

Wachter stated she would like to apply for a waiver for TK and K and then require board approval to move



forward with bringing students back to campus.

Wheaton stated that the board would like to weigh in on the plan before it's submitted.

Rollin expressed concern about losing families in TK and K who are concerned about declining quality of distance learning. Wheaton stated he doesn't understand why quality would decline.

Tietjen moved to table the discussion of a waiver and revisit it at the regularly scheduled November board meeting, Rollin seconded. Further discussion ensued. Wheaton doesn't understand why we would push this off after all that has gone into it and he stated that this move would overload the administration during winter break. Tietjen stated that he actually advocates for a straight no vote, but thinks that his motion will send the message to families that they are willing to entertain the option in the future. Wachter clarified the need to state a date for opening in the application. Ayes: Tietjen, Rollin, Andersen, Phillips. Nays: Wheaton, Wachter. Motion passed, 4-2. Wachter asked about discussion of the waiver at the October meeting if it is not on the agenda. Ball stated that today's action is telling the administration to hold off on developing a plan to reopen under a waiver.

#### 10. <u>ADJOURNMENT</u>

- 10.1 Request for future Board Agenda items Wachter proposed agendizing in October meeting potential ways to bring more students to campus under the small cohort model. Wheaton would like a report about how the schools are meeting the needs of the students who need additional support.
- 10.2 Rollin adjourned the meeting at 7:31PM.

The next The Academies CMO board meeting: October 15, 2020 at 6:30 PM via Zoom web conferencing.

Respectfully submitted by Claudia Van Groningen.

# Enc. No. 2

|              | oard Check Registe | er                          |             |  |            |              |
|--------------|--------------------|-----------------------------|-------------|--|------------|--------------|
| School:      | TACMO              |                             |             |  | e          | dteć -       |
| Month:       | September 2020     |                             |             |  | 7,752,000  |              |
|              | -                  |                             |             |  |            |              |
|              |                    |                             |             |  |            |              |
|              |                    |                             |             | Total Paid E   | By Check:  | \$148,134.71 |
|              |                    |                             |             | Total Paid By Cro  | edit Card: | \$6,074.85   |
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|              |                    |                             | - / / /     | Bill #D19860208/01 - 08/31/20 Flex Plan Liability        |            |              |
| Check        | 6195               | American Fidelity           | 9/1/2020    | Coverage   |            | 4823.98      |
| Chook        | 6196               | Cline's Business Equipment, | 9/1/2020    | Bill #166883Maintenance Contract                         |            | 55.01        |
| Check        | 0190               | Inc.                        | 9/1/2020    | Bill #2509148RAZ-Small-School Reading A-Z                |            | 55.0         |
| Check        | 6197               | Learning A-Z                | 9/1/2020    | Licenses   |            | 577.25       |
| Official     | 0107               | Learning / L                | 3/ 1/2020   |  |            | 011.20       |
|              |                    |                             |             | Bill #113242332001Supplies                               |            |              |
|              |                    |                             |             | Bill #113388324001Supplies                               |            |              |
|              |                    |                             |             | Bill #113000683001Supplies                               |            |              |
|              |                    |                             |             | Bill #114234942001Supplies                               |            |              |
|              |                    |                             |             | Bill #116141575001Office Supplies                        |            |              |
|              |                    |                             |             | Bill #113610434001Supplies                               |            |              |
|              |                    |                             |             | Bill #113337121001Supplies                               |            |              |
|              |                    |                             |             | Bill #112786215001Supplies                               |            |              |
|              |                    |                             |             | Bill #112300945001Supplies                               |            |              |
|              |                    |                             |             | Bill #114439638001Supplies                               |            |              |
|              |                    |                             |             | Bill #114478039001Supplies<br>Bill #113996024001Supplies |            |              |
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|              |                    |                             |             | Bill #113595470001Supplies<br>Bill #114719619001Supplies |            |              |
|              |                    |                             |             | Bill #113315341001Supplies                               |            |              |
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|              |                    |                             |             | Bill #112927076001Supplies<br>Bill #114523622001Supplies |            |              |
|              |                    |                             |             | Bill #113917587001Supplies                               |            |              |
|              |                    |                             |             | Bill #113414446001Supplies                               |            |              |
|              |                    |                             |             | Bill #110941881001Supplies & Supplies                    |            |              |
|              |                    |                             |             | Bill #113716816001Office Supplies & Supplies             |            |              |
|              |                    |                             |             | Bill #115247148001Supplies                               |            |              |
|              |                    |                             |             | Bill #113319573001Supplies                               |            |              |
|              |                    |                             |             | Bill #113337118001Supplies                               |            |              |
| Check        | 6198               | Office Depot                | 9/1/2020    | Bill #114631409001Supplies                               |            | 5250.22      |
| OHECK        | 0130               | Опісе Бероі                 | 3/ 1/2020   | Bill #5216Quarterly Membership Dues for HR               |            | J2JU.22      |
| Check        | 6199               | Pacific Employers           | 9/1/2020    | Services - Quarterly Billing                             |            | 180          |

|              |                    |                             | Transactio  | n   |      |          |
|--------------|--------------------|-----------------------------|-------------|---|------|----------|
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|              |                    |                             |             | Bill #INV045536Woodcock-Johnson IV                      |      |          |
|              |                    |                             |             | Achievement Standard & Extended form A Test             |      |          |
| Check        | 6200               | Riverside Insights          | 9/1/2020    | Record  |      | 489.63   |
|              |                    |                             |             | Bill #082020Reimb: 20 Count of 27 gallon bins for       |      |          |
|              |                    |                             |             | Friday & Orange Cones for Campus and Wood to            |      |          |
| Check        | 6201               | Allan Benton                | 9/1/2020    | Make Signs  |      | 319.2    |
|              |                    | Vernier Software &          |             |   |      |          |
| Check        | 6202               | Technology                  | 9/1/2020    | Bill #5372843Materials & Supplies                       |      | 150      |
|              | 6203               | EdTec                       | 9/11/2020   | Bill #19736EdTec Monthly - Sept 2020                    |      | 14600    |
| Check        | 6204               | Blind Bathers               | 9/11/2020   | Bill #082820Blind cleaning & repairs (Balance due)      |      | 210      |
| Check        | 6205               | CALSTRS                     | 9/11/2020   | Bill #165178Monthly Administration Fees: August '20     |      | 10       |
| 0            |                    | Cline's Business Equipment, | 0/4/4/0000  | Bill #167244Staple Cartridge                            |      | 444.00   |
| Check        | 6206               | Inc.                        | 9/11/2020   | Bill #167243Staple Cartridge                            |      | 141.06   |
| Check        | 6207               | Greenfield Learning, Inc.   | 9/11/2020   | Bill #9275Lexia Reading Student License                 |      | 1480     |
| 0            |                    |                             | 0/4/4/0000  | Bill #10968542Konica Copier Systems due by              |      | 000 70   |
| Check        | 6208               | LEAF                        | 9/11/2020   | 09/16/20 + Late Charges                                 |      | 386.78   |
| 0            | 0000               | Law Offices of Young,       | 0/4/4/0000  | D'II (107070 1 1 1 0 1 1 0 0 10 1 10 0                  |      | 0.47.5   |
| Check        | 6209               | Minney & Corr, LLP          | 9/11/2020   | Bill #67356Legal Svcs thru: 08/31/20                    |      | 617.5    |
|              |                    |                             |             | Bill #116046108001Office Supplies                       |      |          |
|              |                    |                             |             | Bill #117825301001Supplies                              |      |          |
|              |                    |                             |             | Bill #117823037001Supplies                              |      |          |
|              |                    |                             |             | Bill #117774638001Supplies                              |      |          |
|              |                    |                             |             | Bill #118271329001-Supplies                             |      |          |
| Check        | 6210               | Office Depot                | 9/11/2020   | Bill #115272242001Supplies                              |      | 534.39   |
| Crieck       | 0210               | Tulare County               | 9/11/2020   | Bill #20237419-20 Oversight Fee-Blue Oak &              |      | 334.38   |
| Check        | 6211               | Superintendent of Schools   | 9/11/2020   | Sycamore  |      | 50544.65 |
| CHECK        | 0211               | Superintendent of Schools   | 9/11/2020   | Bill #585220-21 School Account: Services through        |      | 30344.00 |
| Check        | 6212               | Zearn, Inc.                 | 9/11/2020   | 06/30/21  |      | 2500     |
| Officer      | 0212               | Self-Insured Schools of     | 3/11/2020   | 00/30/21  |      | 2300     |
| Check        | 6213               | California                  | 9/11/2020   | Bill #September 2020Billing Period: September 2020      |      | 40761.85 |
| Officer      | 0213               | Association of California   | 3/11/2020   | Bill #Ocpterriber 2020 Billing Ferrod. Ocpterriber 2020 |      | 40701.00 |
| Check        | 6214               | School Administrators       | 9/15/2020   | Bill #105316ACSA - Payroll Period: 09/01 - 09/30/20     |      | 447.7    |
| Officor      | 0214               | Charter Schools             | 3/10/2020   | Bill #20200269Registration: Conference 2020:2020        |      | 777.1    |
| Check        | 6215               | Development Center          | 9/15/2020   | Participant: 10/26 - 10/29/20                           |      | 1529     |
| 5.100K       | <u></u>            | 20.010pmont Conton          | 5, 15, 2020 | Bill #INV1265LZ EL Education Language Arts &            |      | 1020     |
|              |                    |                             |             | Textbooks Grade K                                       |      |          |
| Check        | 6216               | LearnZillion, Inc.          | 9/15/2020   | 1-5   |      | 2750     |
| Check        | 6217               | Liminex, Inc.               | 9/15/2020   | Bill #INV25355GG-TCR1Y-000001                           |      | 1275     |

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|            |                       |                                 |             | Bill #117854453001Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #117031730001Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #117211308001Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #119539199001Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #119210543001Materials & Supplies                            |      |         |
|            |                       |                                 |             | Bill #117843784001Office Supplies                                 |      |         |
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|            |                       |                                 |             | Bill #120766290001Office Supplies                                 |      |         |
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|            |                       |                                 |             | Bill #117211308002Office Supplies                                 |      |         |
| Check      | 6218                  | Office Depot                    | 9/15/2020   | Bill #119411468001Supplies  |      | 1300.66 |
| Check      | 6219                  | Pacific Ag Insurance IN         | 9/15/2020   | Bill #775120/21 PCKG Installment # 4                              |      | 1961    |
| Check      | 6220                  | Sandra Padilla                  | 9/15/2020   | Bill #090820Reimb: Classroom Supplies                             |      | 212.87  |
|            |                       |                                 |             | Bill #INV34278FY21 Annual Student Administration                  |      |         |
| Check      | 6221                  | Presence Learning, Inc          | 9/15/2020   | Fee   |      | 3200    |
| Check      | 6222                  | SYNCB/Amazon                    | 9/24/2020   | Bill #091020Statement Closing Date: 09/10/20                      |      | 49.15   |
|            |                       |                                 |             | Bill #166460Maintenance Contract                                  |      |         |
|            |                       | Cline's Business Equipment,     |             | Bill #AR10032Contract Overage charges 08/01 -                     |      |         |
| Check      | 6223                  | Inc.                            | 9/24/2020   | 08/31/20  |      | 1786.91 |
| Ch a ale   | 600.4                 | McGraw-Hill School              | 0/04/0000   | Dill #44050400004 Complies  |      | 404.00  |
| Check      | 6224                  | Education Holdings, LLC         | 9/24/2020   | Bill #113534938001Supplies Bill #120306923001Materials & Supplies |      | 421.28  |
|            |                       |                                 |             | Biii #120000320001 - Materials & Supplies                         |      |         |
|            |                       |                                 |             |   |      |         |
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|            |                       |                                 |             | Bill #121389070001Office Supplies                                 |      |         |
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|            |                       |                                 |             | Bill #118517390001Materials & Supplies                            |      |         |
|            |                       |                                 |             | Bill #117134231001Materials & Supplies                            |      |         |
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|            |                       |                                 |             | Bill #120640729001Supplies  |      |         |
|            |                       |                                 |             | Bill #119266699001Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #120953105002Office Supplies                                 |      |         |
|            |                       |                                 |             | Bill #118719425001Materials & Supplies                            |      |         |
|            |                       |                                 |             | Bill #120584911001Office Supplies                                 |      |         |
|            | 2225                  | 000                             | 0/04/0555   | Bill #120953105001Office Supplies                                 |      |         |
| Check      | 6225                  | Office Depot                    | 9/24/2020   | Bill #119265464001Office Supplies                                 |      | 789.24  |
| Check      | 6226                  | Visalia Unified School District | 9/24/2020   | Bill #638Custodial Supplies: Apr - Jun 2020                       |      | 164.9   |

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|              |                    |                              |              | DB092120 - Worker's Comp 7/15/20, 7/30/20, 8/15/20,                                  |      |         |
| Check        | DB092120           | Markel                       | 9/21/2020    | 8/31/20 payroll premiums & installment fees  |      | 4948.32 |
|              |                    |                              |              | DB092120A - Worker's Comp 6/30/20 payroll premium                                    |      |         |
| Check        | DB092120A          | Markel                       | 9/21/2020    | & installment fee  |      | 1781.78 |
|              |                    |                              |              | DB092820 - Worker's Comp 9/15/20 payroll premium &                                   |      |         |
| Check        | DB092820           | Markel                       | 9/28/2020    | installment fee  |      | 1885.38 |
|              |                    |                              |              | 08/19 - Zoom.US - Monthly video conferencing   |      |         |
| Credit Card  | 9515-8054          | Zoom.US                      | 9/14/2020    | subscription   |      | 50      |
|              |                    |                              |              | 08/20 - Amazon Mktp us - Dry Erase Markers for                                       |      |         |
| Credit Card  | 9515-8054          | Amazon Mktp us               | 9/14/2020    | TACMO Day Camp (2 of 2 on same receipt)  |      | 16.98   |
|              |                    |                              |              | 08/20 - Apple.com - USB Multi-port adapter for                                       |      |         |
| Credit Card  | 9515-8054          | Apple.com                    | 9/14/2020    | Macbook Air  |      | 53.82   |
|              |                    |                              |              | 08/28 - Microsoft Store - Microsoft Office software for                              |      |         |
| Credit Card  | 9515-8054          | Microsoft Store              | 9/14/2020    | BOA Office Assistant's (Brooke) computer   |      | 249.99  |
| Credit Card  | 9515-8054          | Apple.com                    | 9/14/2020    | 08/31 - Apple.com - Macbook Air  |      | 864.92  |
|              |                    |                              |              | 09/02 - EIG *Constant Contact - Monthly renewal fee                                  |      |         |
| Credit Card  | 9515-8054          | EIG *Constant Contact        | 9/14/2020    | for email subscription   |      | 50      |
|              |                    |                              |              | ·  |      |         |
| Credit Card  | 9515-8054          | TechSoup Global              | 9/14/2020    | 09/10 - TechSoup - Adobe Acrobat Pro for A. Sommer                                   |      | 55      |
|              | 9515-8054          | Apple.com                    | 9/14/2020    | 09/14 - Apple.com  |      | 107.64  |
|              | 9515-8054          | Apple.com                    | 9/14/2020    | 09/14 - Apple.com  |      | 498     |
|              |                    |                              | 9,13,2020    | 08/18 - Amazon Mktp us - Dry Erase Markers for                                       |      |         |
| Credit Card  | 9515-8054          | Amazon Mktp us               | 9/14/2020    | TACMO Day Camp (1 of 2 on same receipt)  |      | 13.55   |
| 0.00000      | 00.0000            | ,                            | 0, 1 1, 2020 | 08/17 - Amazon Mktp us - Whistles for TACMO Day                                      |      |         |
| Credit Card  | 9515-8054          | Amazon Mktp us               | 9/14/2020    | Camp   |      | 13.01   |
| 0.000        |                    | ,a_a                         | 0, 1 1, 2020 | 08/17 - Amazon Mktp us - No-Touch Forehead   |      |         |
| Credit Card  | 9515-8054          | Amazon Mktp us               | 9/14/2020    | Thermometer for TACMO Day Camp   |      | 43.39   |
| Orount Gara  |                    | , mazon map do               | 0,11,2020    | 08/17 - Amazon.Com - Classroom Caddy for TACMO                                       |      | 10.00   |
| Credit Card  | 9515-8054          | Amazon.Com                   | 9/14/2020    | Day Camp   |      | 27.07   |
| Orodit Odra  | 0010 0001          | 7 tillazori. Gom             | 0/11/2020    | 09/10 - The UPS Store - SVA CUM file delivery to                                     |      | 27.07   |
| Credit Card  | 9515-8054          | The UPS Store                | 9/14/2020    | other schools  |      | 259.04  |
| Orcan Cara   | 3010 0004          | THE OF C CLOTE               | 3/14/2020    | 08/20 - Padlet Softwar - Classroom productivity                                      |      | 200.04  |
| Credit Card  | 9515-8054          | Padlet Softwar               | 9/14/2020    | software for distance learning   |      | 594     |
| Orcan Cara   | 3313-0034          | adict Contwar                | 3/14/2020    | 08/20 - Screencastify Premium - Video recording                                      |      | 337     |
| Credit Card  | 9515-8054          | Screencastify Premium        | 9/14/2020    | software for distance learning   |      | 98      |
| Orcan Cara   | 3313-0034          | Corcentastiny i remidiri     | 3/14/2020    | 08/27 - ABA Insurance Services Inc 2020-21 Cyber                                     |      | 30      |
| Credit Card  | 9515-8054          | ABA Insurance Services Inc.  | 9/14/2020    |  |      | 3060.44 |
| Credit Card  | 9515-6054          | ADA Ilisulance Services Inc. | 3/14/2020    | Liability Insurance Policy Premium 08/31 - Secretary of State of California - Annual |      | 3000.44 |
|              |                    | Secretary of State of        |              | Statement of Information Submission Payment for                                      |      |         |
| Credit Card  | 9515-8054          | California                   | 9/14/2020    | TACMO  |      | 20      |
| Credit Card  | 9515-6054          | California                   | 9/14/2020    | TACINO   |      | 20      |
|              |                    |                              |              |  |      |         |
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|              |                    |                              |              |  |      |         |

## Enc. No. 3

# The Academies CMO Board Financial Update

AMITA PARIKH OCT. 2020





## **FY2020-21 Forecast Summary**



## **Projected Ending Fund Balance of \$1.69M**

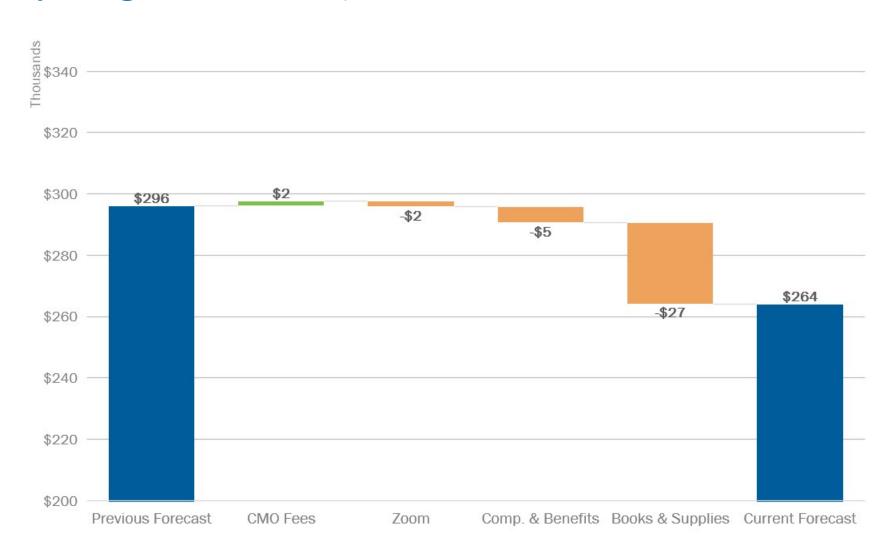
## **Total Operating Income forecasted \$633k more than Budget**

|                        |  | SVA       | BOA       | Total     | СМО     |  |
|------------------------|--|-----------|-----------|-----------|---------|--|
|                        | Approved Budget                        | 3,513,875 | 2,588,699 | 6,102,574 | 834,115 |  |
| Total Revenue          | Current Forecast                       | 3,914,441 | 2,821,236 | 6,735,677 | 834,480 |  |
|                        | Increase (decrease)                    | 400,566   | 232,537   | 633,103   | 365     |  |
|                        | Approved Budget                        | 3,621,994 | 2,667,446 | 6,289,440 | 834,115 |  |
| Expenses               | Current Forecast                       | 3,650,200 | 2,638,990 | 6,289,190 | 834,480 |  |
|                        | Decrease (Increase)                    | (28,206)  | 28,456    | 250       | (365)   |  |
|                        | , ,                                    |           |           |           |         |  |
|                        | Approved Budget                        | (108,119) | (78,747)  | (186,866) | (0)     |  |
| Operating Income       | Current Forecast                       | 264,241   | 182,246   | 446,487   | 0       |  |
|                        | Increase (decrease)                    | 372,360   | 260,993   | 633,353   | 0       |  |
|                        |  |           |           |           |         |  |
|                        | Beg. Balance<br>(Unaudited)            | 1,058,464 | 184,157   | 1,242,621 | 0       |  |
|                        | Operating Income                       | 264,241   | 182,246   | 446,487   | 0       |  |
| Fund Balance           | (Loss)                                 | 1,322,705 | 366,403   |           |         |  |
| Ending Fund Balance (C | Ending Fund Balance (Current Forecast) |           |           | 1,689,108 | 0       |  |
| Ending Fund Balance as | s % of Expenses                        | 36%       | 14%       | 27%       |         |  |

## FY2020-21 Forecast Update - SVA



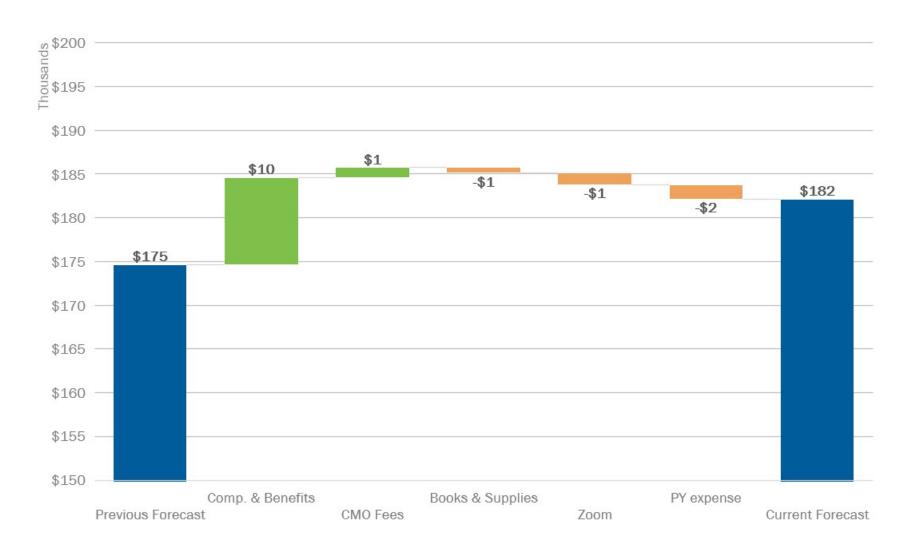
## Operating Income at \$264k, \$32k lower than Previous Forecast



## FY2020-21 Forecast Update - BOA



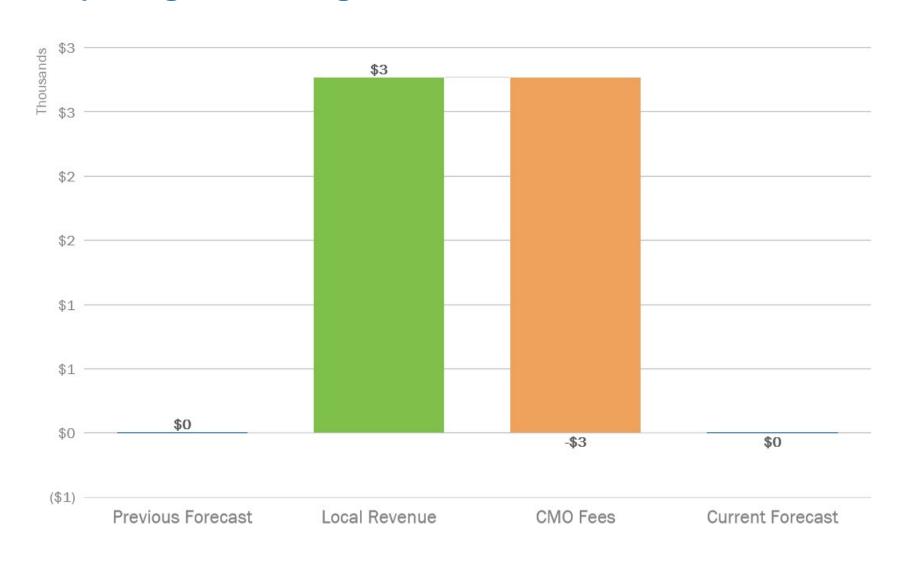
## **Operating Income at \$182k, \$7k better than Previous Forecast**



## FY2020-21 Forecast Update - CMO



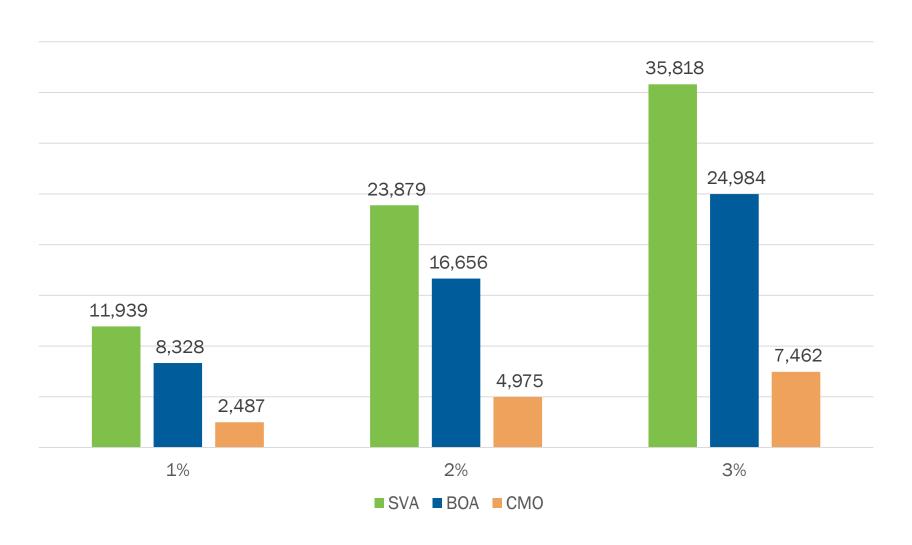
## **No Operating Income change from Previous Forecast**



## **Staff Raises Impact**



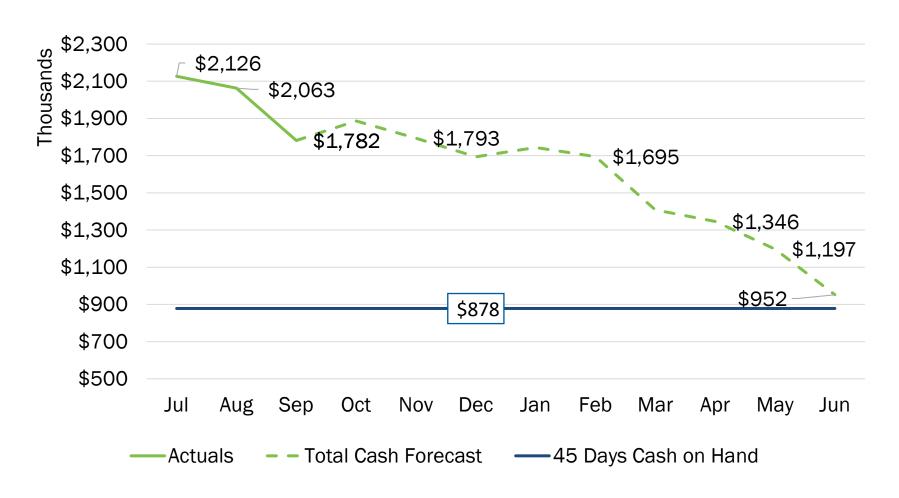
## A mid-year raise would increase expenses by ~\$23k to \$68k



## FY2020-21 Monthly Cash Balance



#### As of September, 64 days cash on hand



## **Accounts Payable Aging**



| As of 9/30/20, TACMO had \$0 invoices on Aging AP |            |             |  |  |  |  |  |  |  |  |
|---|------------|-------------|--|--|--|--|--|--|--|--|
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
|   |            |             |  |  |  |  |  |  |  |  |
| <b>\$</b> O                                       | \$0        | <b>\$</b> O |  |  |  |  |  |  |  |  |
| 30 Days   | 31-60 Days | 61+ Days    |  |  |  |  |  |  |  |  |

## **Exhibits**

## **September Financials**





BOA Income Statement As of Sep FY2021

|   |          | Actual    |          |            | Budget                |                      |                     |   |   |                                  |                                |
|---|----------|-----------|----------|------------|-----------------------|----------------------|---------------------|---|---|----------------------------------|--------------------------------|
|   | Jul      | Aug       | Sep      | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| SUMMARY                                   |          |           | •        |            | _                     |                      |                     |   |   |                                  |                                |
| Revenue                                   |          |           |          |            |                       |                      |                     |   |   |                                  |                                |
| LCFF Entitlement                          | -        | 77,968    | 95,725   | 173,692    | 2,294,258             | 2,396,257            | 2,396,257           | -   | 101,999                                 | 2,222,565                        | 7%                             |
| Federal Revenue                           | -        | -         | 17,998   | 17,998     | 117,392               | 224,344              | 224,344             | -   | 106,952                                 | 206,346                          | 8%                             |
| Other State Revenues                      | 82       | -         | -        | 82         | 96,462                | 119,916              | 119,998             | 82  | 23,536                                  | 119,916                          | 0%                             |
| Local Revenues                            | 96       | 164       | 163      | 424        | 63,586                | 63,586               | 63,636              | 50  | 50                                      | 63,213                           | 1%                             |
| Fundraising and Grants                    | -        | -         | -        | -          | 17,000                | 17,000               | 17,000              | -   | -                                       | 17,000                           | 0%                             |
| Total Revenue                             | 179      | 78,132    | 113,886  | 192,196    | 2,588,699             | 2,821,103            | 2,821,236           | 132   | 232,537                                 | 2,629,039                        | 7%                             |
| Expenses                                  |          |           |          |            |                       |                      |                     |   |   |                                  |                                |
| Compensation and Benefits                 | 41,893   | 148,938   | 154,142  | 344,973    | 1,896,129             | 1,885,467            | 1,875,494           | 9,973   | 20,635                                  | 1,530,520                        | 18%                            |
| Books and Supplies                        | 12,708   | 4,767     | 7,443    | 24,919     | 54,288                | 54,288               | 54,954              | (666)   | (666)                                   | 30,035                           | 45%                            |
| Services and Other Operating Expenditures | 29,580   | 28,578    | 26,203   | 84,361     | 715,623               | 705,312              | 707,135             | (1,823)   | 8,487                                   | 622,774                          | 12%                            |
| Depreciation                              | -        | -         | -        | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
| Other Outflows                            | -        | -         | -        | -          | 1,407                 | 1,407                | 1,407               | -   | -                                       | 1,407                            | 0%                             |
| Total Expenses                            | 84,181   | 182,284   | 187,788  | 454,253    | 2,667,446             | 2,646,473            | 2,638,990           | 7,484   | 28,456                                  | 2,184,737                        | 17%                            |
| Operating Income                          | (84,002) | (104,152) | (73,902) | (262,057)  | (78,747)              | 174,630              | 182,246             | 7,616   | 260,993                                 | 444,303                          |                                |
| Fund Balance                              |          |           |          |            |                       |                      |                     |   |   |                                  |                                |
| Beginning Balance (Unaudited)             |          |           |          |            | 184,157               | 245,802              | 245,802             |   |   |                                  |                                |
| Operating Income                          |          |           |          |            | (78,747)              | 174,630              | 182,246             |   |   |                                  |                                |
| Ending Fund Balance                       | _        |           |          |            | 105,410               | 420,432              | 428,048             |   |   |                                  |                                |
| Fund Balance as a % of Expenses           |          |           |          |            | 4%                    | 16%                  | 16%                 |   |   |                                  |                                |

#### BOA

Income Statement As of Sep FY2021

KEY ASSUMPTIONS

Enrollment Summary
K-3
4-6
Total Enrolled

ADA %
K-3
4-6
Average ADA %

ADA

K-3
4-6
Total ADA

|     | Actual |     | YTD        |   |   | Buo                                       | lget  |  |                                  |                                |
|-----|--------|-----|------------|---|---|---|---|--|----------------------------------|--------------------------------|
| Jul | Aug    | Sep | Actual YTD | Approved<br>Budget v1                     | Previous<br>Forecast                      | Current<br>Forecast                       | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved<br>Budget v1 vs.<br>Current<br>Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
|     |        |     |            |   |   |   |   |  |                                  |                                |
|     |        |     |            | 190<br>94<br><b>284</b><br>96.0%<br>96.0% | 185<br>90<br><b>275</b><br>95.5%<br>95.5% | 185<br>90<br><b>275</b><br>95.5%<br>95.5% | 0.0%  | -0.5%  |                                  |                                |
|     |        |     |            | 182.21<br>90.24<br><b>272.45</b>          | 176.68<br>85.95<br><b>262.63</b>          | 176.68<br>85.95<br><b>262.63</b>          | -<br>-<br>-                                     | (5.53)<br>(4.29)<br><b>(9.82)</b>                |                                  |                                |

BOA Income Statement As of Sep FY2021

|  |                 | Actual            |            | YTD               | Budget                |                      |                     |   |   |                                  |                                |
|--|-----------------|-------------------|------------|-------------------|-----------------------|----------------------|---------------------|---|---|----------------------------------|--------------------------------|
|  | Jul             | Aug               | Sep        | Actual YTD        | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| REVENUE  |                 |                   |            |                   |                       |                      |                     |   |   |                                  | _                              |
| LCFF Entitlement   |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |
| 8011 Charter Schools General Purpose Entitlement - State Aid | _               | 77,968            | 77,968     | 155,936           | 1,852,099             | 1,966,069            | 1,966,069           | _   | 113,970                                 | 1,810,134                        | 8%                             |
| 8012 Education Protection Account Entitlement                | _               | -                 | -          | -                 | 54,490                | 52,525               | 52,525              | _   | (1,965)                                 | 52,525                           | 0%                             |
| 8096 Charter Schools in Lieu of Property Taxes               | -               | -                 | 17,757     | 17,757            | 387,669               | 377,663              | 377,663             | -   | (10,006)                                | 359,906                          | 5%                             |
| SUBTOTAL - LCFF Entitlement                                  | -               | 77,968            | 95,725     | 173,692           | 2,294,258             | 2,396,257            | 2,396,257           | -   | 101,999                                 | 2,222,565                        | 7%                             |
| Federal Revenue  |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |
| 8181 Special Education - Entitlement                         | _               | _                 | _          | _                 | 32,189                | 32,189               | 32,189              | _   | _                                       | 32,189                           | 0%                             |
| 8291 Title I   | _               | _                 | -          |                   | 29,823                | 35,185               | 35,185              | _   | 5,362                                   | 35,185                           | 0%                             |
| 8292 Title II  | _               | _                 | _          | _                 | 5,143                 | 6,000                | 6,000               | _   | 857                                     | 6,000                            | 0%                             |
| 8294 Title IV  | _               | _                 | _          | _                 | 10,000                | 10,000               | 10,000              | _   | -                                       | 10,000                           | 0%                             |
| 8296 SRSA Grant  | -               | -                 | 17,998     | 17,998            | 15,677                | 17,998               | 17,998              | -   | 2,321                                   | -                                | 100%                           |
| 8299 CARES Act   | -               | -                 | -          | -                 | 24,560                | 122,972              | 122,972             | -   | 98,412                                  | 122,972                          | 0%                             |
| SUBTOTAL - Federal Revenue                                   | -               | -                 | 17,998     | 17,998            | 117,392               | 224,344              | 224,344             | -   | 106,952                                 | 206,346                          | 8%                             |
| Other State Revenue  |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |
| 8319 Other State Apportionments - Prior Years                | 82              |                   | _          | 82                | _                     | _                    | 82                  | 82  | 82                                      | _                                | 100%                           |
| 8381 Special Education - Entitlement (State                  | 02              | -                 | -          | - 02              | 37,033                | 62,505               | 62,505              | -   | 25,471                                  | 62,505                           | 0%                             |
| 8550 Mandated Cost Reimbursements                            |                 |                   | _          |                   | 3,470                 | 3,470                | 3,470               | _   | 20,471                                  | 3.470                            | 0%                             |
| 8560 State Lottery Revenue                                   | _               | _                 |            |                   | 55,959                | 53,941               | 53,941              | _   | (2,018)                                 | 53.941                           | 0%                             |
| SUBTOTAL - Other State Revenue                               | 82              | -                 | -          | 82                | 96,462                | 119,916              | 119,998             | 82  | 23,536                                  | 119,916                          | 0%                             |
|  |                 |                   |            |                   | ,                     | ·                    | ,                   |   | ,                                       | ,                                |                                |
| Local Revenue  |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |
| 8660 Interest  | -               | -                 | -          | -                 | 1,003                 | 1,003                | 1,003               | -   | -                                       | 1,003                            | 0%                             |
| 8689 FUA Reimbursement                                       |                 | -                 | -          |                   | 60,382                | 60,382               | 60,382              | -   | -                                       | 60,382                           | 0%                             |
| 8693 Field Trips   | 50              | -                 | -          | 50                | -                     | -                    | 50                  | 50  | 50                                      | -                                | 100%                           |
| 8699 All Other Local Revenue                                 | 46<br><b>96</b> | 164<br><b>164</b> | 163<br>163 | 373<br><b>424</b> | 2,201                 | 2,201                | 2,201               | - 50  | 50                                      | 1,828                            | 17%<br><b>1%</b>               |
| SUBTOTAL - Local Revenue                                     | 96              | 164               | 163        | 424               | 63,586                | 63,586               | 63,636              | 50  | 50                                      | 63,213                           | 1%                             |
| Fundraising and Grants                                       |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |
| 8801 Donations - Parents                                     | -               | -                 | -          | -                 | 6,000                 | 6,000                | 6,000               | -   | -                                       | 6,000                            | 0%                             |
| 8802 Donations - Private                                     | -               | -                 | -          | -                 | 6,000                 | 6,000                | 6,000               | -   | -                                       | 6,000                            | 0%                             |
| 8803 Fundraising   |                 | -                 | -          | -                 | 5,000                 | 5,000                | 5,000               | -   | -                                       | 5,000                            | 0%                             |
| SUBTOTAL - Fundraising and Grants                            | -               | -                 | -          | -                 | 17,000                | 17,000               | 17,000              | -   | -                                       | 17,000                           | 0%                             |
| TOTAL REVENUE  | 179             | 78.132            | 113,886    | 192,196           | 2.588.699             | 2,821,103            | 2.821.236           | 132   | 232.537                                 | 2.629.039                        | 7%                             |
| TOTAL NEVEROL  |                 | 70,102            | 1.10,000   | 132,130           | 2,030,033             | 2,021,100            | 2,021,200           | 102   | 202,007                                 | 2,020,000                        | 170                            |
|  |                 |                   |            |                   |                       |                      |                     |   |   |                                  |                                |

BOA Income Statement As of Sep FY2021

|  |             | Actual          |                         | YTD                      |                             |                             | Bud                  | dget  |  |                                  |                                |
|--|-------------|-----------------|-------------------------|--------------------------|-----------------------------|-----------------------------|----------------------|---|--|----------------------------------|--------------------------------|
|  | Jul         | Aug             | Sep                     | Actual YTD               | Approved<br>Budget v1       | Previous<br>Forecast        | Current<br>Forecast  | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved<br>Budget v1 vs.<br>Current<br>Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| EXPENSES   |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| Compensation & Benefits  |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| Certificated Salaries  |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| 1100 Teachers Salaries   | -           | 75,229          | 65,250                  | 140,480                  | 757,208                     | 751,721                     | 751,091              | 630   | 6,117  | 610,611                          | 19%                            |
| 1101 Teacher - Stipends  | -           | -               | -                       | -                        | 7,000                       | 15,000                      | 15,000               | -   | (8,000)  | 15,000                           | 0%                             |
| 1103 Teacher - Substitute Pay  | -           | 120             | 480                     | 600                      | 10,980                      | 10,980                      | 10,980               | -   |  | 10,380                           | 5%                             |
| 1111 Teacher - Specialist  | -           | 1,148           | 3,586                   | 4,734                    | 49,310                      | 28,780                      | 28,780               | -   | 20,530   | 24,046                           | 16%                            |
| 1148 Teacher - Special Ed  | -           | 9,279           | 7,914                   | 17,194                   | 102,074                     | 102,074                     | 102,074              | -   | -  | 84,880                           | 17%                            |
| 1150 Teacher - Intervention 1300 Certificated Supervisor & Administrator Salaries      | -<br>18,489 | 5,025<br>17,489 | 5,025                   | 10,051                   | 55,280                      | 55,280                      | 55,280               | -   | -  | 45,229                           | 18%                            |
| 1300 Certificated Supervisor & Administrator Salaries SUBTOTAL - Certificated Salaries | 18,489      | 108,291         | 17,489<br><b>99,745</b> | 53,467<br><b>226,525</b> | 209,867<br><b>1,191,719</b> | 209,867<br><b>1,173,702</b> | 209,867<br>1,173,072 | 630   | 18,647   | 156,400<br><b>946,547</b>        | 25%<br><b>19%</b>              |
| SUBTOTAL - Certificated Salaries   | 10,409      | 100,291         | 33,143                  | 220,525                  | 1,191,719                   | 1,173,702                   | 1,173,072            | 630   | 10,047   | 540,547                          | 1970                           |
| Classified Salaries  |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| 2100 Classified Instructional Aide Salaries  | -           | 2,336           | 9,996                   | 12,332                   | 138,540                     | 148,603                     | 150,053              | (1,451)   | (11,513)   | 137,721                          | 8%                             |
| 2103 Classified - Special Education  | -           | 663             | 2,684                   | 3,347                    | 50,274                      | 50,274                      | 40,587               | 9,687   | 9,687  | 37,240                           | 8%                             |
| 2400 Classified Clerical & Office Salaries   | 3,009       | 2,532           | 5,726                   | 11,268                   | 56,146                      | 56,146                      | 56,146               | -   | -  | 44,878                           | 20%                            |
| 2930 Other Classified - Maintenance/grounds  | 3,463       | 3,101           | 3,101                   | 9,665                    | 35,945                      | 35,945                      | 35,945               | -   | -  | 26,280                           | 27%                            |
| 2935 Other Classified - Substitute   |             |                 | -                       | -                        | 1,991                       | 1,991                       | 1,991                | -   |  | 1,991                            | 0%                             |
| SUBTOTAL - Classified Salaries   | 6,472       | 8,633           | 21,507                  | 36,612                   | 282,895                     | 292,958                     | 284,722              | 8,236   | (1,826)  | 248,110                          | 13%                            |
| Employee Benefits  |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| 3100 STRS  | 2,986       | 17,421          | 16,119                  | 36,526                   | 189,803                     | 188,447                     | 188,345              | 102   | 1,458  | 151,820                          | 19%                            |
| 3300 OASDI-Medicare-Alternative  | 902         | 2,598           | 3,688                   | 7,187                    | 39,943                      | 39,854                      | 39,215               | 639   | 727  | 32,028                           | 18%                            |
| 3400 Health & Welfare Benefits   | 13,044      | 11,598          | 9,772                   | 34,414                   | 167,625                     | 166,980                     | 166,980              | -   | 645  | 132,566                          | 21%                            |
| 3500 Unemployment Insurance  | -           | 389             | 122                     | 511                      | 10,989                      | 10,439                      | 10,150               | 289   | 838  | 9,639                            | 5%                             |
| 3600 Workers Comp Insurance  | -           | -               | 3,188                   | 3,188                    | 12,801                      | 12,732                      | 12,655               | 77  | 146  | 9,468                            | 25%                            |
| 3700 Retiree Benefits  | -           | 8               | -                       | 8                        | -                           | -                           | -                    | -   | -  | (8)                              |                                |
| 3900 403b contribution   |             |                 | 2                       | 2                        | 353                         | 353                         | 353                  |   | -  | 351                              | 1%                             |
| SUBTOTAL - Employee Benefits   | 16,932      | 32,014          | 32,890                  | 81,836                   | 421,514                     | 418,807                     | 417,700              | 1,107   | 3,814  | 335,864                          | 20%                            |
| Books & Supplies   |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| 4100 Approved Textbooks & Core Curricula Materials                                     | 5,611       | -               | 4,651                   | 10,262                   | 9,596                       | 9,596                       | 10,262               | (666)   | (666)  | -                                | 100%                           |
| 4200 Books & Other Reference Materials   | 5,120       | 95              | -                       | 5,215                    | 7,620                       | 7,620                       | 7,620                | -   | -  | 2,405                            | 68%                            |
| 4300 Materials & Supplies  | -           | -               | 43                      | 43                       | 2,300                       | 2,300                       | 2,300                | -   | -  | 2,257                            | 2%                             |
| 4320 Educational Software  | -           | -               | -                       | 0.400                    | 400                         | 400                         | 400                  | -   | -  | 400                              | 0%                             |
| 4325 Instructional Materials & Supplies 4326 Art                                       | -           | 2,387           | 112                     | 2,498                    | 5,600<br>400                | 5,600<br>400                | 5,600<br>400         | -   | -  | 3,102<br>400                     | 45%<br>0%                      |
| 4330 Office Supplies   | 2           | 348             | 567                     | 916                      | 7,339                       | 7,339                       | 7,339                | -   | -  | 6.423                            | 12%                            |
| 4335 PE Supplies   |             | -               | -                       | 310                      | 400                         | 400                         | 400                  |   |  | 400                              | 0%                             |
| 4346 Teacher Supplies  | _           | 1,162           | 193                     | 1,355                    | 5,200                       | 5,200                       | 5,200                | -   | _  | 3,845                            | 26%                            |
| 4355 Science   | -           | -               | -                       | -                        | 400                         | 400                         | 400                  | -   | -  | 400                              | 0%                             |
| 4356 Recess Supplies   | -           | -               | -                       | -                        | 1,200                       | 1,200                       | 1,200                | -   | -  | 1,200                            | 0%                             |
| 4410 Classroom Furniture, Equipment & Supplies   | 84          | 44              | -                       | 128                      | 3,000                       | 3,000                       | 3,000                | -   | -  | 2,872                            | 4%                             |
| 4420 Computers: individual items less than \$5k  | 1,425       | 183             | 1,774                   | 3,383                    | 6,000                       | 6,000                       | 6,000                | 0   | 0  | 2,617                            | 56%                            |
| 4430 Non Classroom Related Furniture, Equipment & Supplies                             | 466         | 549             | 104                     | 1,118                    | 2,000                       | 2,000                       | 2,000                | (0)   | (0)  | 882                              | 56%                            |
| 4710 Student Food Services   | -           | -               | -                       | -                        | 2,027                       | 2,027                       | 2,027                | -   | -  | 2,027                            | 0%                             |
| 4720 Other Food  |             |                 |                         |                          | 806                         | 806                         | 806                  |   | (0)  | 806                              | 0%                             |
| SUBTOTAL - Books and Supplies  | 12,708      | 4,767           | 7,443                   | 24,919                   | 54,288                      | 54,288                      | 54,954               | (666)   | (666)  | 30,035                           | 45%                            |
| Services & Other Operating Expenses  |             |                 |                         |                          |                             |                             |                      |   |  |                                  |                                |
| 5215 Travel - Mileage, Parking, Tolls  | _           | _               | _                       | _ [                      | 600                         | 600                         | 600                  | _   | _  | 600                              | 0%                             |
| /ara. maaga, anang, ran  |             |                 |                         | - 1                      | , 000                       | 330                         | 000                  |   |  | 000                              | 0,0                            |

BOA Income Statement As of Sep FY2021

|        | :  |        | Actual  |         | YTD        |                       |                      | Buc                 | iget                                   |   |                                  |                                |
|--------|--|--------|---------|---------|------------|-----------------------|----------------------|---------------------|--|---|----------------------------------|--------------------------------|
|        |  | Jul    | Aug     | Sep     | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous Forecast vs. Current Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| 5220   | Travel and Lodging                         | -      | -       | -       | -          | 2,500                 | 2,500                | 2,500               | -                                      | -                                       | 2,500                            | 0%                             |
| 5225   | Travel - Meals & Entertainment             | -      | -       | -       | -          | 370                   | 370                  | 370                 | -                                      | -                                       | 370                              | 0%                             |
| 5515   | Janitorial, Gardening Services & Supplies  | 1,013  | -       | -       | 1,013      | 3,326                 | 3,326                | 3,326               | -                                      | -                                       | 2,314                            | 30%                            |
| 5525   | Utilities - Waste                          | -      | -       | -       | -          | 3,313                 | 3,313                | 3,313               | -                                      | -                                       | 3,313                            | 0%                             |
| 5610   | Rent                                       | 22,168 | 22,168  | 22,168  | 66,504     | 274,015               | 274,015              | 274,015             | -                                      | -                                       | 207,512                          | 24%                            |
| 5615   | Repairs and Maintenance - Building         | 180    | -       | -       | 180        | 5,000                 | 5,000                | 5,000               | -                                      | -                                       | 4,820                            | 4%                             |
| 5824   | District Oversight Fees                    | -      | -       | -       | -          | 22,943                | 23,963               | 23,963              | -                                      | (1,020)                                 | 23,963                           | 0%                             |
| 5830   | Field Trips Expenses                       | -      | -       | -       | -          | 6,000                 | 6,000                | 6,000               | -                                      | -                                       | 6,000                            | 0%                             |
| 5836   | Fingerprinting                             | -      | -       | -       | -          | 372                   | 372                  | 372                 | -                                      | (0)                                     | 372                              | 0%                             |
| 5839   | Fundraising Expenses                       | -      | -       | -       | -          | 3,565                 | 3,565                | 3,565               | -                                      | -                                       | 3,565                            | 0%                             |
| 5845   | Legal Fees                                 | -      | -       | -       | -          | 3,060                 | 3,060                | 3,060               | -                                      | -                                       | 3,060                            | 0%                             |
| 5848   | Licenses and Other Fees                    | -      | -       | -       | -          | 30                    | 30                   | 30                  | -                                      | (0)                                     | 30                               | 0%                             |
| 5851   | Marketing and Student Recruiting           | -      | -       | -       | -          | 1,872                 | 1,872                | 1,872               | -                                      | -                                       | 1,872                            | 0%                             |
| 5854   | Consultants - CALPADS                      | 425    | 425     | 425     | 1,275      | 5,100                 | 5,100                | 5,100               | -                                      | -                                       | 3,825                            | 25%                            |
| 5857   | Payroll Fees                               | 223    | 389     | 295     | 907        | 4,299                 | 4,299                | 4,299               | -                                      | (0)                                     | 3,392                            | 21%                            |
| 5858   | CMO Services                               | -      | -       | -       | -          | 310,647               | 308,977              | 307,826             | 1,151                                  | 2,821                                   | 307,826                          | 0%                             |
| 5860   | Printing and Reproduction                  | 46     | -       | 1,787   | 1,833      | 9,440                 | 9,440                | 9,440               | -                                      | -                                       | 7,607                            | 19%                            |
| 5861   | Prior Yr Exp (not accrued                  | -      | 1,975   | 165     | 2,140      | 500                   | 500                  | 2,140               | (1,640)                                | (1,640)                                 | -                                | 100%                           |
| 5863   | Professional Development                   | 774    | -       | -       | 774        | 13,000                | 13,000               | 13,000              | -                                      | -                                       | 12,226                           | 6%                             |
| 5869   | Special Education Contract Instructors     | -      | -       | 1,344   | 1,344      | 21,090                | 21,090               | 21,090              | -                                      | 0                                       | 19,746                           | 6%                             |
| 5875   | Staff Recruiting                           | -      | -       | -       | -          | 571                   | 571                  | 571                 | -                                      | (0)                                     | 571                              | 0%                             |
| 5877   | Student Activities                         | -      | 150     | -       | 150        | 3,260                 | 3,260                | 3,260               | -                                      | -                                       | 3,111                            | 5%                             |
| 5878   | Student Assessment                         | 4,536  | 3,201   | -       | 7,737      | 3,072                 | 7,737                | 7,737               | -                                      | (4,665)                                 | 0                                | 100%                           |
| 5880   | Student Health Services                    | 213    | -       | -       | 213        | 1,842                 | 1,842                | 1,842               | -                                      | -                                       | 1,629                            | 12%                            |
| 5881   | Student Information System                 | -      | -       | 19      | 19         | -                     | -                    | 19                  | (19)                                   | (19)                                    | -                                | 100%                           |
| 5893   | Transportation - Student                   | -      | -       | -       | -          | 412                   | 412                  | 412                 | -                                      | -                                       | 412                              | 0%                             |
| 5910   | Communications - Internet / Website Fees   | -      | 147     | -       | 147        | 11,165                | -                    | 1,316               | (1,316)                                | 9,849                                   | 1,170                            | 11%                            |
| 5915   | Postage and Delivery                       | 3      | 124     | -       | 128        | 1,096                 | 1,096                | 1,096               | -                                      | -                                       | 969                              | 12%                            |
| 5920   | Communications - Telephone & Fax           | -      | -       | -       | -          | 3,160                 | -                    | -                   | -                                      | 3,160                                   | -                                |                                |
|        | SUBTOTAL - Services & Other Operating Exp. | 29,580 | 28,578  | 26,203  | 84,361     | 715,623               | 705,312              | 707,135             | (1,823)                                | 8,487                                   | 622,774                          | 12%                            |
| Canit  | al Outlay & Depreciation                   |        |         |         |            |                       |                      |                     |  |   |                                  |                                |
| Capita | SUBTOTAL - Capital Outlay & Depreciation   |        | -       | _       |            | -                     | _                    |                     |  |   |                                  |                                |
|        | SOBTOTAL - Capital Outlay & Depreciation   | -      | -       | -       | -          | <u>-</u>              |                      | -                   |  |   | -                                |                                |
| Other  | Outflows                                   |        |         |         |            |                       |                      |                     |  |   |                                  |                                |
| 7438   | Long term debt - Interest                  | -      | -       | -       | -          | 1,407                 | 1,407                | 1,407               | -                                      |   | 1,407                            | 0%                             |
|        | SUBTOTAL - Other Outflows                  | -      | -       | -       | -          | 1,407                 | 1,407                | 1,407               | -                                      | -                                       | 1,407                            | 0%                             |
| TOTA   | L EXPENSES                                 | 84,181 | 182,284 | 187,788 | 454,253    | 2,667,446             | 2,646,473            | 2,638,990           | 7.484                                  | 28.456                                  | 2.184.737                        | 17%                            |
|        |  | J.,.J. | ,_,     | ,. 50   | ,_00       | 2,00.,.10             | _,,                  | _,,,,,,,,,,         | .,+0-                                  | _0,700                                  | _,,                              | .170                           |

#### CMO Income Statement As of Sep FY2021

|  |          | Actual   |          | YTD        | YTD Budget            |                      |                     |   |   |                                  |                                |
|--|----------|----------|----------|------------|-----------------------|----------------------|---------------------|---|---|----------------------------------|--------------------------------|
|  | Jul      | Aug      | Sep      | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| SUMMARY  |          | •        | •        |            | _                     |                      |                     |   |   |                                  |                                |
| Revenue  |          |          |          |            |                       |                      |                     |   |   |                                  |                                |
| LCFF Entitlement                                       | -        | -        | -        | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
| Federal Revenue  | -        | -        | -        | -          | _                     | -                    | _                   | -   | -                                       | -                                |                                |
| Other State Revenues                                   | -        | -        | -        | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
| Local Revenues   | 3,418    | 195      | 4,762    | 8,375      | 833,115               | 833,480              | 833,480             | (0)   | 365                                     | 825,105                          | 1%                             |
| Fundraising and Grants                                 | -        | -        | -        | -          | 1,000                 | 1,000                | 1,000               | -   | -                                       | 1,000                            | 0%                             |
| Total Revenue  | 3,418    | 195      | 4,762    | 8,375      | 834,115               | 834,480              | 834,480             | (0)   | 365                                     | 826,105                          | 1%                             |
|  |          |          |          |            |                       |                      |                     |   |   |                                  |                                |
| Expenses   |          |          |          |            |                       |                      |                     |   |   |                                  |                                |
| Compensation and Benefits                              | 32,031   | 38,946   | 54,924   | 125,901    | 549,894               | 550,259              | 550,259             | -   | (365)                                   | 424,358                          | 23%                            |
| Books and Supplies                                     | 384      | (53)     | 443      | 775        | 14,860                | 14,860               | 14,860              | -   | -                                       | 14,086                           | 5%                             |
| Services and Other Operating Expenditures Depreciation | 24,092   | 18,936   | 22,010   | 65,038     | 269,361               | 269,361              | 269,361             | 0   | 0                                       | 204,323                          | 24%                            |
| Other Outflows   | _        | _        | _        | _          | _                     | _                    | _                   | _   | _                                       | _                                |                                |
| Total Expenses   | 56,507   | 57,829   | 77,378   | 191,713    | 834,115               | 834,480              | 834,480             | 0   | (365)                                   | 642,767                          | 23%                            |
| Operating Income                                       | (53,089) | (57,634) | (72,616) | (183,338)  | -                     | -                    | -                   | -   |   | 183,338                          |                                |
| Fund Balance   |          |          |          |            |                       |                      |                     |   |   |                                  |                                |
| Beginning Balance (Unaudited)                          |          |          |          |            | 0                     | 0                    | 0                   |   |   |                                  |                                |
| Operating Dalance (Orlandica)                          |          |          |          |            | -                     | -                    | -                   |   |   |                                  |                                |
| Operating income                                       |          |          |          |            |                       |                      |                     |   |   |                                  |                                |
| Ending Fund Balance                                    |          |          |          |            | 0                     | 0                    | 0                   |   |   |                                  |                                |
| Fund Balance as a % of Expenses                        |          | •        |          |            | 0%                    | 0%                   | 0%                  | -   |   | ·                                |                                |
|  |          |          |          |            |                       |                      |                     |   |   |                                  |                                |

#### СМО

Income Statement As of Sep FY2021

| REVENUE   |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|
| LCFF Entitlement<br>SUBTOTAL - LCFF Entitlement   |  |  |  |  |  |  |  |  |
| FF Entitlement SUBTOTAL - LCFF Entitlement  deral Revenue SUBTOTAL - Federal Revenue  her State Revenue SUBTOTAL - Other State Revenue  cal Revenue 76 After School Program Revenue 99 All Other Local Revenue 21 CMO Fees Revenue SUBTOTAL - Local Revenue ndraising and Grants 02 Donations - Private |  |  |  |  |  |  |  |  |
| Other State Revenue<br>SUBTOTAL - Other State Revenue   |  |  |  |  |  |  |  |  |
| Local Revenue   |  |  |  |  |  |  |  |  |
| 8676 After School Program Revenue   |  |  |  |  |  |  |  |  |
| 8699 All Other Local Revenue  |  |  |  |  |  |  |  |  |
| 8721 CMO Fees Revenue   |  |  |  |  |  |  |  |  |
| SUBTOTAL - Local Revenue  |  |  |  |  |  |  |  |  |
| Fundraising and Grants  |  |  |  |  |  |  |  |  |
| 8802 Donations - Private  |  |  |  |  |  |  |  |  |
| SUBTOTAL - Fundraising and Grants   |  |  |  |  |  |  |  |  |
| TOTAL REVENUE   |  |  |  |  |  |  |  |  |

| Actual |     |       | YTD        | Budget                |                      |                     |   |   |                                  |                                |
|--------|-----|-------|------------|-----------------------|----------------------|---------------------|---|---|----------------------------------|--------------------------------|
| Jul    | Aug | Sep   | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
|        |     |       |            |                       |                      |                     |   |   |                                  |                                |
| -      | -   | -     | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
|        |     |       |            |                       |                      |                     |   |   |                                  |                                |
| -      | -   | -     | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
|        |     |       |            |                       |                      |                     |   |   |                                  |                                |
| -      | -   | -     | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
|        |     |       |            |                       |                      |                     |   |   |                                  |                                |
| 810    | 36  | 4,762 | 5,608      | 90,811                | 90,811               | 90,811              | -   | -                                       | 85,203                           | 6%                             |
| 2,608  | 159 | -     | 2,767      | -                     | -                    | 2,767               | 2,767   | 2,767                                   | (0)                              | 100%                           |
| -      | -   | -     | -          | 742,304               | 742,669              | 739,902             | (2,767)   |   | 739,902                          | 0%                             |
| 3,418  | 195 | 4,762 | 8,375      | 833,115               | 833,480              | 833,480             | (0)   | 365                                     | 825,105                          | 1%                             |
|        |     |       |            |                       |                      |                     |   |   |                                  |                                |
| -      | -   | -     | -          | 1,000                 | 1,000                | 1,000               | -   | -                                       | 1,000                            | 0%                             |
| -      | -   | -     | -          | 1,000                 | 1,000                | 1,000               | -   | -                                       | 1,000                            | 0%                             |
| 3,418  | 195 | 4,762 | 8,375      | 834,115               | 834,480              | 834,480             | (0)   | 365                                     | 826,105                          | 1%                             |

CMO Income Statement As of Sep FY2021

|              |   |                  | Actual                  |                         | YTD                     |                           |                           | Bud                       | dget  |  |                                  |                                |
|--------------|---|------------------|-------------------------|-------------------------|-------------------------|---------------------------|---------------------------|---------------------------|---|--|----------------------------------|--------------------------------|
|              |   | Jul              | Aug                     | Sep                     | Actual YTD              | Approved<br>Budget v1     | Previous<br>Forecast      | Current<br>Forecast       | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved<br>Budget v1 vs.<br>Current<br>Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| EXPE         | ENSES   |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| Com          | pensation & Benefits  |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| Certif       | ficated Salaries  |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| 1100         |   | 398              | 1,618                   | (1,047)                 | 970                     | -                         | -                         | -                         | -   | -  | (970)                            |                                |
| 1150         |   | -                | 1,675                   | 1,675                   | 3,350                   | 18,427                    | 18,427                    | 18,427                    | -   | -  | 15,076                           | 18%                            |
| 1300         | Certificated Supervisor & Administrator Salaries SUBTOTAL - Certificated Salaries | 12,588<br>12,986 | 11,588<br><b>14,881</b> | 11,588<br><b>12,216</b> | 35,763<br><b>40,082</b> | 141,050<br><b>159,477</b> | 141,050<br><b>159,477</b> | 141,050<br><b>159,477</b> | -   | -  | 105,288<br><b>119,394</b>        | 25%<br><b>25%</b>              |
|              | SUBTOTAL - Certificated Salaries  | 12,900           | 14,001                  | 12,210                  | 40,062                  | 159,477                   | 159,477                   | 155,477                   | -   | -  | 119,394                          | 25 /6                          |
| Class        | sified Salaries   |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| 2100         | Classified Instructional Aide Salaries  | 174              | -                       | 195                     | 369                     | -                         | -                         | -                         | -   | -  | (369)                            |                                |
| 2400         | Classified Clerical & Office Salaries   | 12,078           | 13,796                  | 13,796                  | 39,669                  | 161,799                   | 161,799                   | 161,799                   | -   | -  | 122,130                          | 25%                            |
| 2905         |   | 504              | 4,192                   | 22,037                  | 26,733                  | 118,821                   | 119,145                   | 119,145                   | -   | (324)  | 92,413                           | 22%                            |
| 2935         |   |                  |                         | 91                      | 91                      | -                         |                           |                           | -   | -  | (91)                             |                                |
|              | SUBTOTAL - Classified Salaries  | 12,756           | 17,987                  | 36,118                  | 66,862                  | 280,621                   | 280,945                   | 280,945                   | -   | (324)  | 214,083                          | 24%                            |
| Empl         | oyee Benefits   |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
|              | STRS  | 2,097            | 2,403                   | 2,142                   | 6,642                   | 25,594                    | 25,594                    | 25,594                    | _   | _  | 18,952                           | 26%                            |
| 3300         | OASDI-Medicare-Alternative  | 930              | 737                     | 1,549                   | 3,216                   | 23,842                    | 23,867                    | 23,867                    | _   | (25)   | 20,650                           | 13%                            |
| 3400         | Health & Welfare Benefits   | 3,261            | 2,816                   | 1,868                   | 7,945                   | 48,400                    | 48,400                    | 48,400                    | -   | -  | 40,455                           | 16%                            |
| 3500         | Unemployment Insurance  | -                | 115                     | 80                      | 195                     | 4,410                     | 4,424                     | 4,424                     | -   | (13)   | 4,229                            | 4%                             |
| 3600         | Workers Comp Insurance  | -                | -                       | 948                     | 948                     | 3,821                     | 3,823                     | 3,823                     | -   | (3)  | 2,876                            | 25%                            |
| 3700         |   | -                | 6                       |                         | 6                       | -                         |                           | -                         | -   | -  | (6)                              |                                |
| 3900         |   |                  |                         | 4                       | 40.050                  | 3,730                     | 3,730                     | 3,730                     | -   | - (44)   | 3,726                            | 0%                             |
|              | SUBTOTAL - Employee Benefits  | 6,288            | 6,077                   | 6,590                   | 18,956                  | 109,797                   | 109,837                   | 109,837                   | -   | (41)   | 90,881                           | 17%                            |
| Book         | s & Supplies  |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| 4330         | • •   | 60               | 143                     | 289                     | 492                     | 1,500                     | 1,500                     | 1,500                     | -   | -  | 1,008                            | 33%                            |
| 4352         | After School Program  | -                | 1,082                   | 154                     | 1,237                   | 1,704                     | 1,704                     | 1,704                     | -   | -  | 467                              | 73%                            |
| 4420         | Computers: individual items less than \$5k  | 250              | (1,409)                 | -                       | (1,159)                 | -                         | -                         | -                         | -   | -  | 1,159                            |                                |
| 4430         | Non Classroom Related Furniture, Equipment & Supplies                             | -                | -                       | -                       | -                       | 906                       | 906                       | 906                       | -   | -  | 906                              | 0%                             |
| 4710         |   | - 74             | -                       | -                       | - 005                   | 10,369                    | 10,369                    | 10,369                    | -   | -  | 10,369                           | 0%                             |
| 4720         | Other Food SUBTOTAL - Books and Supplies  | 74<br>384        | 131<br>( <b>53</b> )    | 443                     | 205<br><b>775</b>       | 381<br><b>14.860</b>      | 381<br><b>14,860</b>      | 381<br><b>14,860</b>      | -   |  | 177<br>14,086                    | 54%<br><b>5%</b>               |
|              | SOBTOTAL - Books and Supplies   |                  | (33)                    | 440                     | 773                     | 14,000                    | 14,000                    | 14,000                    |   |  | 14,000                           | 376                            |
| Servi        | ces & Other Operating Expenses  |                  |                         |                         |                         |                           |                           |                           |   |  |                                  |                                |
| 5215         | Travel - Mileage, Parking, Tolls  | -                | -                       | -                       | -                       | 900                       | 900                       | 900                       | -   | -  | 900                              | 0%                             |
| 5220         | Travel and Lodging  | -                | -                       | -                       | -                       | 4,162                     | 4,162                     | 4,162                     | -   | -  | 4,162                            | 0%                             |
| 5225         |   | -                | -                       | -                       | -                       | 474                       | 474                       | 474                       | -   | -  | 474                              | 0%                             |
| 5305         | Dues & Membership - Professional  |                  | 867                     | 448                     | 1,314                   | 5,400                     | 5,400                     | 5,400                     | -   | -  | 4,086                            | 24%                            |
| 5400         | Insurance   | 7,940            | 1,961                   | 5,021                   | 14,922                  | 23,637                    | 23,637                    | 26,701                    | (3,064)   | (3,064)  | 11,779                           | 56%                            |
| 5515<br>5803 |   | -                | -                       | -                       | -                       | 20<br>12,915              | 20<br>12,915              | 20<br>12,915              | -   | -  | 20<br>12,915                     | 0%<br>0%                       |
| 5809         | Banking Fees  | -                | 738                     |                         | 738                     | 1,326                     | 1,326                     | 1,326                     | -   | -  | 588                              | 56%                            |
| 5812         | ——————————————————————————————————————  | 13.750           | 13.750                  | 13,750                  | 41,250                  | 165,000                   | 165,000                   | 165,000                   | -   | _  | 123,750                          | 25%                            |
| 5820         | Consultants - Non Instructional - Custom 1  | 1,335            | 180                     | -                       | 1,515                   | 8,500                     | 8,500                     | 8,500                     | -   | -  | 6,985                            | 18%                            |
| 5833         | Fines and Penalties   | -                | -                       | -                       | -                       | 17                        | 17                        | 17                        | -   | -  | 17                               | 0%                             |
| 5836         | Fingerprinting  | -                | -                       | -                       | -                       | 536                       | 536                       | 536                       | -   | -  | 536                              | 0%                             |
| 5845         |   | -                | 308                     | 618                     | 926                     | 5,100                     | 5,100                     | 5,100                     | -   | -  | 4,174                            | 18%                            |
| 5848         | Licenses and Other Fees   | -                | -                       | 20                      | 20                      | -                         | -                         | 20                        | (20)  | (20)   | -                                | 100%                           |
| 5851         | Marketing and Student Recruiting  | -<br>111         | 71<br>88                | - 210                   | 71<br>410               | 763<br>9,466              | 763                       | 763                       | -   | -  | 693                              | 9%<br>4%                       |
| 5857         | Payroll Fees  | 111              | 00                      | 210                     | 410                     | 9,400                     | 9,466                     | 9,466                     | -   | -  | 9,056                            | 470                            |

#### СМО

## Income Statement As of Sep FY2021

| 5860   | Printing and Reproduction                  |
|--------|--|
| 5861   | Prior Yr Exp (not accrued                  |
| 5863   | Professional Development                   |
| 5875   | Staff Recruiting                           |
| 5880   | Student Health Services                    |
| 5899   | Miscellaneous Operating Expenses           |
| 5910   | Communications - Internet / Website Fees   |
| 5915   | Postage and Delivery                       |
|        | SUBTOTAL - Services & Other Operating Exp. |
| Capita | Il Outlay & Depreciation                   |
|        | SUBTOTAL - Capital Outlay & Depreciation   |
| Other  | Outflows                                   |
|        | SUBTOTAL - Other Outflows                  |
| ΤΟΤΔΙ  | EXPENSES                                   |
| ·OIA   | L LAI LIIOLO                               |
|        |  |
|        |  |

|        | Actual |        | YTD        |                       |                      | Bud                 | dget                                   |   |                                  |                                |
|--------|--------|--------|------------|-----------------------|----------------------|---------------------|--|---|----------------------------------|--------------------------------|
| Jul    | Aug    | Sep    | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous Forecast vs. Current Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| -      |        | -      | -          | 1,049                 | 1,049                | 1,049               | -                                      | -                                       | 1,049                            | 0%                             |
| -      | -      | -      | -          | 7                     | 7                    | 7                   | -                                      | -                                       | 7                                | 0%                             |
| -      | 573    | 1,788  | 2,361      | 6,000                 | 6,000                | 2,915               | 3,085                                  | 3,085                                   | 554                              | 81%                            |
| 799    | 350    | -      | 1,149      | 2,000                 | 2,000                | 2,000               | -                                      | -                                       | 851                              | 57%                            |
| -      | -      | -      | -          | 19,544                | 19,544               | 19,544              | -                                      | -                                       | 19,544                           | 0%                             |
| -      | -      | -      | -          | 191                   | 191                  | 191                 | -                                      | -                                       | 191                              | 0%                             |
| 50     | 50     | 100    | 200        | 1,815                 | 1,815                | 1,815               | -                                      | -                                       | 1,615                            | 11%                            |
| 107    | -      | 55     | 162        | 538                   | 538                  | 538                 | -                                      | -                                       | 377                              | 30%                            |
| 24,092 | 18,936 | 22,010 | 65,038     | 269,361               | 269,361              | 269,361             | 0                                      | 0                                       | 204,323                          | 24%                            |
|        |        |        |            |                       |                      |                     |  |   |                                  |                                |
| -      | -      | -      | -          | -                     | -                    | -                   | -                                      | -                                       | -                                |                                |
|        |        |        |            |                       |                      |                     |  |   |                                  |                                |
| -      | -      | -      | -          | -                     | -                    | -                   | -                                      | -                                       | -                                |                                |
| 56,507 | 57,829 | 77,378 | 191,713    | 834,115               | 834,480              | 834,480             | 0                                      | (365)                                   | 642,767                          | 23%                            |

SVA Income Statement As of Sep FY2021

|   |          | Actual    |           | YTD        |                       |                      | Bue                 | dget  |   |                                  |                                |
|---|----------|-----------|-----------|------------|-----------------------|----------------------|---------------------|---|---|----------------------------------|--------------------------------|
|   | Jul      | Aug       | Sep       | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved Budget v1 vs. Current Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
| SUMMARY                                   |          |           |           |            |                       |                      |                     |   |   |                                  | -                              |
| Revenue                                   |          |           |           |            |                       |                      |                     |   |   |                                  |                                |
| LCFF Entitlement                          | -        | 99,127    | 130,263   | 229,389    | 3,083,255             | 3,253,024            | 3,253,024           | -   | 169,769                                 | 3,023,635                        | 7%                             |
| Federal Revenue                           | -        | -         | 33,620    | 33,620     | 196,827               | 396,683              | 396,683             | -   | 199,856                                 | 363,063                          | 8%                             |
| Other State Revenues                      | 174      | -         | -         | 174        | 139,770               | 170,437              | 170,611             | 174   | 30,841                                  | 170,437                          | 0%                             |
| Local Revenues                            | 2,594    | 331       | 495       | 3,420      | 73,523                | 73,523               | 73,623              | 100   | 100                                     | 70,203                           | 5%                             |
| Fundraising and Grants                    | 10       | 579       | 15        | 604        | 20,500                | 20,500               | 20,500              | -   | -                                       | 19,896                           | 3%                             |
| Total Revenue                             | 2,778    | 100,037   | 164,392   | 267,207    | 3,513,875             | 3,914,167            | 3,914,441           | 274   | 400,566                                 | 3,647,234                        | 7%                             |
| Expenses                                  |          |           |           |            |                       |                      |                     |   |   |                                  |                                |
| Compensation and Benefits                 | 52,680   | 203,791   | 238,851   | 495,322    | 2,661,047             | 2,662,577            | 2,667,846           | (5,269)   | (6,799)                                 | 2,172,524                        | 19%                            |
| Books and Supplies                        | 1,552    | 7,851     | 7,359     | 16,762     | 45,421                | 45,421               | 71,954              | (26,533)  | (26,533)                                | 55,192                           | 23%                            |
| Services and Other Operating Expenditures | 21,443   | 23,064    | 21,780    | 66,287     | 905,467               | 900,084              | 900,342             | (258)   | 5,125                                   | 834,055                          | 7%                             |
| Depreciation                              | -        | -         | -         | -          | 10,059                | 10,059               | 10,059              | -   | -                                       | 10,059                           | 0%                             |
| Other Outflows                            | -        | -         | -         | -          | -                     | -                    | -                   | -   | -                                       | -                                |                                |
| Total Expenses                            | 75,675   | 234,706   | 267,990   | 578,370    | 3,621,994             | 3,618,141            | 3,650,200           | (32,059)  | (28,206)                                | 3,071,830                        | 16%                            |
| Operating Income                          | (72,896) | (134,669) | (103,597) | (311,163)  | (108,119)             | 296,027              | 264,241             | (31,785)  | 372,360                                 | 575,405                          |                                |
| Fund Balance                              |          |           |           |            |                       |                      |                     |   |   |                                  |                                |
| Beginning Balance (Unaudited)             |          |           |           |            | 1.058.464             | 1.110.647            | 1.110.647           |   |   |                                  |                                |
| Operating Income                          |          |           |           |            | (108,119)             | 296,027              | 264,241             |   |   |                                  |                                |
| Ending Fund Balance                       |          |           |           |            | 950,345               | 1,406,674            | 1,374,889           |   |   |                                  |                                |
|   |          |           |           |            |                       |                      |                     |   |   |                                  |                                |

#### SVA Income Statement As of Sep FY2021

| KEY ASSUMPTIONS    |
|--------------------|
| Enrollment Summary |
| K-3                |
| 4-6                |
| 7-8                |
| Total Enrolled     |
| ADA %              |
| K-3                |
| 4-6                |
| 7-8                |
| Average ADA %      |
| ADA                |
| K-3                |
| 4-6                |
| 7-8                |
| Total ADA          |
|                    |

|     | Actual |     | YTD        |                       |                      | Bud                 | dget  |  |                                  |                                |
|-----|--------|-----|------------|-----------------------|----------------------|---------------------|---|--|----------------------------------|--------------------------------|
| Jul | Aug    | Sep | Actual YTD | Approved<br>Budget v1 | Previous<br>Forecast | Current<br>Forecast | Previous<br>Forecast vs.<br>Current<br>Forecast | Approved<br>Budget v1 vs.<br>Current<br>Forecast | Current<br>Forecast<br>Remaining | % Current<br>Forecast<br>Spent |
|     |        |     |            |                       |                      |                     |   |  |                                  |                                |
|     |        |     |            |                       |                      |                     |   |  |                                  |                                |
|     |        |     |            | 185                   | 177                  | 177                 | -   | (8)  |                                  |                                |
|     |        |     |            | 140                   | 130                  | 130                 | -   | (10)   |                                  |                                |
|     |        |     |            | 72                    | 79                   | 79                  | -   | 7  |                                  |                                |
|     |        |     |            | 397                   | 386                  | 386                 | -   | (11)   |                                  |                                |
|     |        |     |            |                       |                      |                     |   |  |                                  |                                |
|     |        |     |            | 95.5%                 | 95.5%                | 95.5%               | 0.0%  | 0.0%   |                                  |                                |
|     |        |     |            | 95.3%                 | 95.5%                | 95.5%               |   |  |                                  |                                |
|     |        |     |            | 94.5%                 | 95.5%                | 95.5%               |   |  |                                  |                                |
|     |        |     |            | 95.3%                 | 95.5%                | 95.5%               | 0.0%  | 0.2%   |                                  |                                |
|     |        |     |            |                       |                      |                     |   |  |                                  |                                |
|     |        |     |            | 177.06                | 169.04               | 169.04              | _   | (8.02)   |                                  |                                |
|     |        |     |            | 133.48                | 124.15               | 124.15              | -   | (9.33)   |                                  |                                |
|     |        |     |            | 68.04                 | 75.45                | 75.45               | -   | 7.40   |                                  |                                |
|     |        |     |            | 378.58                | 368.63               | 368.63              | -   | (9.95)   |                                  |                                |

SVA Income Statement As of Sep FY2021

|      |  |       | Actual   |         | YTD        |            |             | Bud       | dget         |               |             |           |
|------|--|-------|----------|---------|------------|------------|-------------|-----------|--------------|---------------|-------------|-----------|
|      |  |       |          |         |            |            |             |           | Previous     | Approved      |             |           |
|      |  |       |          |         |            |            |             |           | Forecast vs. | Budget v1 vs. | Current     | % Current |
|      |  |       |          |         |            | Approved   | Previous    | Current   | Current      | Current       | Forecast    | Forecast  |
|      |  | Jul   | Aug      | Sep     | Actual YTD | Budget v1  | Forecast    | Forecast  | Forecast     | Forecast      | Remaining   | Spent     |
| REVE | ENUE   |       |          |         |            |            |             |           |              |               |             |           |
| LCFF | Entitlement  |       |          |         |            |            |             |           |              |               |             |           |
| 8011 | Charter Schools General Purpose Entitlement - State Aid                | _     | 99,127   | 99,127  | 198,254    | 2,077,385  | 2,028,116   | 2,028,116 | _            | (49,268)      | 1,829,863   | 10%       |
| 8012 | ·  | -     | -        | -       | -          | 467,189    | 694,807     | 694,807   | -            | 227,617       | 694,807     | 0%        |
| 8096 | Charter Schools in Lieu of Property Taxes                              | -     | -        | 31,136  | 31,136     | 538,681    | 530,101     | 530,101   | -            | (8,580)       | 498,965     | 6%        |
|      | SUBTOTAL - LCFF Entitlement  | -     | 99,127   | 130,263 | 229,389    | 3,083,255  | 3,253,024   | 3,253,024 | -            | 169,769       | 3,023,635   | 7%        |
| Endo | ral Revenue  |       |          |         |            |            |             |           |              |               |             |           |
| 8181 | Special Education - Entitlement  |       |          | _       |            | 56,442     | 56,442      | 56,442    |              | _             | 56,442      | 0%        |
| 8291 | Title I  |       |          | -       | ] [        | 50,555     | 47,771      | 47,771    |              | (2,784)       | 47,771      | 0%        |
| 8292 |  | _     | _        | _       | [ ]        | 8,913      | 8,707       | 8,707     | _            | (206)         | 8,707       | 0%        |
| 8294 |  | _     | _        | _       |            | 10,000     | 10,000      | 10,000    | _            | (200)         | 10,000      | 0%        |
| 8296 |  | _     | _        | 33,620  | 33,620     | 29,284     | 33,620      | 33,620    | _            | 4,336         | -           | 100%      |
|      | CARES Act  | _     | _        | -       | -          | 41,633     | 240,143     | 240,143   | _            | 198,510       | 240.143     | 0%        |
|      | SUBTOTAL - Federal Revenue   | -     | -        | 33,620  | 33,620     | 196,827    | 396,683     | 396,683   | -            | 199,856       | 363,063     | 8%        |
| 041  | Otata Barrara  |       |          |         |            |            |             |           |              |               |             |           |
| 8319 | r State Revenue  | 174   |          |         | 174        |            |             | 174       | 174          | 174           |             | 100%      |
| 8381 | 11   | 174   | -        | -       | 174        | 51,836     | -<br>87,734 | 87,734    |              | 35,898        | -<br>87,734 | 0%        |
| 8550 | Special Education - Entitlement (State<br>Mandated Cost Reimbursements | -     | -        | -       | -          | 6,084      | 6,084       | 6,084     | -            | 35,696        | 6,084       | 0%        |
| 8560 |  |       | -        | -       | -          | 81,850     | 76,619      | 76,619    | -            | (5.231)       | 76.619      | 0%        |
| 0300 | SUBTOTAL - Other State Revenue   | 174   | -        | -       | 174        | 139,770    | 170,437     | 170,611   | 174          | 30.841        | 170,437     | 0%        |
|      | SUBTUTAL - Other State Revenue   | 174   | -        | -       | 174        | 139,770    | 170,437     | 170,611   | 174          | 30,641        | 170,437     | 0 76      |
|      | I Revenue  |       |          |         |            |            |             |           |              |               |             |           |
| 8634 |  | -     | -        | -       | -          | 36         | 36          | 36        | -            | -             | 36          | 0%        |
| 8660 |  | 42    | 42       | 41      | 126        | 1,298      | 1,298       | 1,298     | -            | -             | 1,172       | 10%       |
| 8676 | 5  | -     | 35       | 60      | 95         |            |             |           | -            | -             | (95)        |           |
| 8689 |  | -     | -        | -       |            | 69,124     | 69,124      | 69,124    | -            | -             | 69,124      | 0%        |
| 8693 | ·  | 100   | <u>-</u> |         | 100        |            |             | 100       | 100          | 100           | 0           | 100%      |
| 8699 |  | 2,452 | 254      | 255     | 2,961      | 3,065      | 3,065       | 3,065     | -            | -             | 104         | 97%       |
| 8999 | Uncategorized Revenue  |       |          | 138     | 138        | -          |             |           | -            | -             | (138)       | ==-       |
|      | SUBTOTAL - Local Revenue   | 2,594 | 331      | 495     | 3,420      | 73,523     | 73,523      | 73,623    | 100          | 100           | 70,203      | 5%        |
| Fund | raising and Grants   |       |          |         |            |            |             |           |              |               |             |           |
| 8801 | Donations - Parents  | -     | -        | -       | -          | 10,000     | 10,000      | 10,000    | -            | -             | 10,000      | 0%        |
| 8802 | Donations - Private  | -     | 300      | -       | 300        | 3,500      | 3,500       | 3,500     | -            | -             | 3,200       | 9%        |
| 8803 | Fundraising  | 10    | 279      | 15      | 304        | 7,000      | 7,000       | 7,000     | -            | -             | 6,696       | 4%        |
|      | SUBTOTAL - Fundraising and Grants                                      | 10    | 579      | 15      | 604        | 20,500     | 20,500      | 20,500    | -            | -             | 19,896      | 3%        |
| TOTA | AL REVENUE   | 2,778 | 100,037  | 164,392 | 267,207    | 3,513,875  | 3,914,167   | 3,914,441 | 274          | 400,566       | 3,647,234   | 7%        |
|      | -  | _,    | ,        | ,       |            | -,- :-,- : | -,, - • -   | -,,       |              | ,             | -,,         | . 70      |
|      |  |       |          |         | '          |            |             |           |              |               |             |           |

SVA Income Statement As of Sep FY2021

|   |             |                 |                  | l væs            |                         |                         |                         |              |               |                         |                  |
|---|-------------|-----------------|------------------|------------------|-------------------------|-------------------------|-------------------------|--------------|---------------|-------------------------|------------------|
|   |             | Actual          |                  | YTD              |                         |                         | Bud                     | dget         |               |                         |                  |
|   |             |                 |                  |                  |                         |                         |                         | Previous     | Approved      |                         |                  |
|   |             |                 |                  |                  |                         |                         |                         | Forecast vs. | Budget v1 vs. | Current                 | % Current        |
|   |             |                 |                  |                  | Approved                | Previous                | Current                 | Current      | Current       | Forecast                | Forecast         |
|   | Jul         | Aug             | Sep              | Actual YTD       | Budget v1               | Forecast                | Forecast                | Forecast     | Forecast      | Remaining               | Spent            |
| EXPENSES  |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| Compensation & Benefits   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| Certificated Salaries   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| 1100 Teachers Salaries  | -           | 102,283         | 104,083          | 206,366          | 1,150,394               | 1,152,259               | 1,152,259               | -            | (1,865)       | 945,893                 | 18%              |
| 1101 Teacher - Stipends   | -           | -               | -                | -                | 11,625                  | 11,625                  | 11,625                  | -            | -             | 11,625                  | 0%               |
| 1103 Teacher - Substitute Pay   | -           |                 | 1,040            | 1,040            | 20,690                  | 20,690                  | 20,690                  | -            |               | 19,650                  | 5%               |
| 1111 Teacher - Specialist   | -           | 7,248           | 14,977           | 22,226           | 139,917                 | 139,917                 | 138,699                 | 1,218        | 1,218         | 116,473                 | 16%              |
| 1148 Teacher - Special Ed   | -           | 13,689          | 9,823            | 23,512           | 123,074                 | 123,074                 | 123,074                 | -            | -             | 99,562                  | 19%              |
| <ul><li>1150 Teacher - Intervention</li><li>1300 Certificated Supervisor &amp; Administrator Salaries</li></ul> | -<br>17,489 | 1,679<br>17,489 | 10,855<br>17,489 | 12,534<br>52,467 | 46,632<br>209,867       | 46,632<br>209,867       | 46,632<br>209,867       | 0            | 0             | 34,098<br>157,400       | 27%<br>25%       |
| SUBTOTAL - Certificated Salaries  | 17,469      | 142,387         | 158,268          | 318,144          | 1,702,199               | 1,704,064               | 1,702,846               | 1,218        | (647)         | 1,384,702               | 19%              |
| SUBTOTAL - Certificated Salaries  | 17,405      | 142,367         | 150,200          | 310,144          | 1,702,199               | 1,704,064               | 1,702,046               | 1,210        | (647)         | 1,304,702               | 13 /0            |
| Classified Salaries   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| 2100 Classified Instructional Aide Salaries   | -           | 2,164           | 14,709           | 16,873           | 192,877                 | 193,913                 | 203,910                 | (9,997)      | (11,033)      | 187,037                 | 8%               |
| 2103 Classified - Special Education   | -           | 505             | 3,355            | 3,860            | 71,602                  | 71,602                  | 67,467                  | 4,135        | 4,135         | 63,607                  | 6%               |
| 2400 Classified Clerical & Office Salaries  | 3,384       | 6,841           | 8,094            | 18,319           | 78,205                  | 78,205                  | 78,205                  | -            | -             | 59,886                  | 23%              |
| 2930 Other Classified - Maintenance/grounds   | 3,640       | 3,258           | 3,313            | 10,211           | 37,760                  | 37,760                  | 37,760                  | -            | -             | 27,550                  | 27%              |
| 2935 Other Classified - Substitute  | 7 000       | 12.768          |                  | 40.000           | 595<br><b>381.040</b>   | 595                     | 595                     | -<br>(F.004) | - (0.000)     | 595                     | 0%               |
| SUBTOTAL - Classified Salaries  | 7,023       | 12,768          | 29,472           | 49,263           | 381,040                 | 382,076                 | 387,937                 | (5,861)      | (6,898)       | 338,674                 | 13%              |
| Employee Benefits   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| 3100 STRS   | 2,824       | 21,786          | 22,712           | 47,322           | 255,278                 | 255,580                 | 255,580                 | -            | (301)         | 208,257                 | 19%              |
| 3300 OASDI-Medicare-Alternative   | 886         | 3,490           | 5,606            | 9,982            | 61,366                  | 61,472                  | 61,828                  | (355)        | (462)         | 51,846                  | 16%              |
| 3400 Health & Welfare Benefits  | 24,457      | 22,803          | 18,124           | 65,384           | 228,448                 | 226,673                 | 226,673                 | -            | 1,775         | 161,290                 | 29%              |
| 3500 Unemployment Insurance   | -           | 539             | 185              | 725              | 13,409                  | 13,380                  | 13,610                  | (230)        |               | 12,885                  | 5%               |
| 3600 Workers Comp Insurance   | -           | -               | 4,480            | 4,480            | 18,085                  | 18,110                  | 18,150                  | (40)         | (65)          | 13,670                  | 25%              |
| 3700 Retiree Benefits   | -           | 18              | - ,              | 18               | -                       | -                       | -                       | -            | -             | (18)                    | 00/              |
| 3900 403b contribution  | 28.167      | 48.636          | 51,111           | 127,915          | 1,222<br><b>577,808</b> | 1,222<br><b>576,437</b> | 1,222<br><b>577,062</b> | (625)        | 746           | 1,218<br><b>449.148</b> | 0%<br><b>22%</b> |
| SUBTOTAL - Employee Benefits  |             | 40,030          | 51,111           | 127,915          | 577,000                 | 5/6,43/                 | 577,062                 | (625)        | 740           | 449,140                 | 2270             |
| Books & Supplies  |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| 4100 Approved Textbooks & Core Curricula Materials  | -           | -               | -                | -                | 1,000                   | 1,000                   | 10,000                  | (9,000)      | (9,000)       | 10,000                  | 0%               |
| 4200 Books & Other Reference Materials  | -           | -               | 21               | 21               | 5,038                   | 5,038                   | 5,038                   | -            | -             | 5,017                   | 0%               |
| 4300 Materials & Supplies   | -           | 319             | -                | 319              | 665                     | 665                     | 4,665                   | (4,000)      |               | 4,346                   | 7%               |
| 4320 Educational Software   | -           | 577<br>786      | 4,467            | 5,044            | 1,423                   | 1,423                   | 6,629                   | (5,206)      | (5,206)       | 1,584                   | 76%<br>15%       |
| 4325 Instructional Materials & Supplies 4326 Art  | 32<br>156   | 1,128           | 148<br>28        | 966<br>1,313     | 6,500<br>2,000          | 6,500<br>2,000          | 6,500<br>2,000          | -            | -             | 5,534<br>687            | 66%              |
| 4330 Office Supplies  | -           | 1,126           | 1,503            | 1,513            | 12,322                  | 12,322                  | 12,322                  | -            | -             | 10,805                  | 12%              |
| 4335 PE Supplies  | -           | - '-            | 1,505            | 1,517            | 1,000                   | 1,000                   | 1,000                   | _            | _             | 1,000                   | 0%               |
| 4346 Teacher Supplies   | -           | 3,148           | 1,137            | 4,285            | 8,200                   | 8,200                   | 15,000                  | (6,800)      | (6,800)       | 10,715                  | 29%              |
| 4410 Classroom Furniture, Equipment & Supplies  | 600         | 1,726           | -                | 2,327            | 1,000                   | 1,000                   | 2,327                   | (1,327)      |               | 0                       | 100%             |
| 4420 Computers: individual items less than \$5k   | 37          | -               | 55               | 92               | 5,000                   | 5,000                   | 5,000                   | -            | -             | 4,908                   | 2%               |
| 4430 Non Classroom Related Furniture, Equipment & Supplies  | 726         | 152             | -                | 878              | 550                     | 550                     | 750                     | (200)        | (200)         | (128)                   | 117%             |
| 4720 Other Food   |             | -               | -                | -                | 723                     | 723                     | 723                     | -            | -             | 723                     | 0%               |
| SUBTOTAL - Books and Supplies   | 1,552       | 7,851           | 7,359            | 16,762           | 45,421                  | 45,421                  | 71,954                  | (26,533)     | (26,533)      | 55,192                  | 23%              |
| Services & Other Operating Expenses   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |
| 5210 Conference Fees  | -           | _               | _                | _                | 179                     | 179                     | 179                     | _            | _             | 179                     | 0%               |
| 5215 Travel - Mileage, Parking, Tolls   | -           | _               | _                | ] -              | 1,000                   | 1,000                   | 1,000                   | _            | _             | 1,000                   | 0%               |
| 5220 Travel and Lodging   | -           | -               | -                | -                | 1,000                   | 1,000                   | 1,000                   | -            | -             | 1,000                   | 0%               |
| 5225 Travel - Meals & Entertainment   | -           | -               | -                | -                | 400                     | 400                     | 400                     | -            | -             | 400                     | 0%               |
|   |             |                 |                  |                  |                         |                         |                         |              |               |                         |                  |

SVA Income Statement As of Sep FY2021

| 5525         Utilities - Waste         -         -         710         710         11,016         11,016         11,016         11,016         -         -         -         10           5610         Rent         16,748         16,748         16,748         16,748         50,245         208,979         208,979         208,979         -         -         156           5615         Repairs and Maintenance - Building         -         -         -         -         5,000         5,000         5,000         -         -         -         5           5809         Banking Fees         -         -         -         -         677         677         677         677         -   | st         Forecast Spent           1,175         23%           3,306         6%           6,734         24%           ,000         0%           677         0%           ,530         0%           ,462         0%           149         0%           273         0%           ,447         0%           ,060         0%  |
|--|--|
| Name   | st ing         Forecast Spent           .175         23%           .306         6%           .734         24%           .000         0%           .677         0%           .530         0%           .462         0%           273         0%           .447         0%           .060         0%                         |
| Second Park    | st         Forecast Spent           .175         23%           .3306         6%           .734         24%           .000         0%           .677         0%           .530         0%           .462         0%           .149         0%           .273         0%           .447         0%           .060         0% |
| Second National Contents   Supplies   Second National Contents   Supplies   Second National Contents   Supplies   Second National Contents   Supplies   Second National Contents   Se | ing Spent<br>1,175 23%<br>3,306 6%<br>7,734 24%<br>0,000 0%<br>677 0%<br>6,530 0%<br>4,462 0%<br>149 0%<br>273 0%<br>4,447 0%<br>0,060 0%  |
| 5525         Utilities - Waste         -         -         710         710         11,016         11,016         11,016         11,016         -         -         10           5610         Rent         16,748         16,748         16,748         50,245         208,979         208,979         208,979         -         -         158           5615         Repairs and Maintenance - Building         -         -         -         -         5,000         5,000         5,000         -         -         -         5           5809         Banking Fees         -         -         -         -         677         677         677         677         -  | ,306 6%<br>,734 24%<br>,000 0%<br>,530 0%<br>,462 0%<br>,449 0%<br>,273 0%<br>,447 0%<br>,060 0%   |
| 5610         Rent         16,748         16,748         16,748         16,748         16,748         50,245         208,979         208,979         208,979         -         -         -         15,5615           S615         Repairs and Maintenance - Building         -         -         -         -         5,000         5,000         -         -         -         5,500         -         -         -         5,500         -  | ,734 24%<br>,000 0%<br>677 0%<br>,530 0%<br>,462 0%<br>149 0%<br>273 0%<br>,447 0%<br>,060 0%  |
| 5615     Repairs and Maintenance - Building     -     -     -     -     5,000     5,000     5,000     -     -     -     -     5,000     5,000     -  | ,000 0%<br>677 0%<br>,530 0%<br>,462 0%<br>149 0%<br>273 0%<br>,447 0%<br>,060 0%  |
| 5809     Banking Fees     -     -     -     -     -     677     677     -     -     -       5824     District Oversight Fees     -     -     -     -     30,833     32,530     32,530     -     (1,698)     32       5830     Field Trips Expenses     -     -     -     -     6,462     6,462     -     -     -     6       5833     Fines and Penalties     -     -     -     -     149     149     149     -     -       5836     Fingerprinting     -     -     -     -     273     273     273     -     -       5845     Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     3,515       5848     Licenses and Other Fees     -     -     -     -     3,515     -     -     -     -     3,515   | 677 0%<br>,530 0%<br>,462 0%<br>149 0%<br>273 0%<br>,447 0%<br>,060 0%   |
| 5824 District Oversight Fees     -     -     -     -     30,833     32,530     -     (1,698)     32,530       5830 Field Trips Expenses     -     -     -     -     6,462     6,462     -     -     -     6,462       5833 Fines and Penalties     -     -     -     -     149     149     149     -     -       5845 Finegripting     -     -     -     -     273     273     -     -       5839 Fundraising Expenses     -     -     -     -     6,447     6,447     6,447     -     -     -       5845 Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     3,515       5848 Licenses and Other Fees     -     -     -     -     3,515     -     -     -     -     3,515  | ,530 0%<br>,462 0%<br>149 0%<br>273 0%<br>,447 0%<br>060 0%  |
| 5830 Field Trips Expenses     -     -     -     -     6,462     6,462     -     -     -     6,462       5833 Fines and Penalties     -     -     -     -     149     149     149     -     -     -       5836 Fingerprinting     -     -     -     -     273     273     273     -     -       5839 Fundraising Expenses     -     -     -     -     6,447     6,447     6,447     -     -     -       5845 Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -       5848 Licenses and Other Fees     -     -     -     -     3,515     -     -     -     -     3,515  | .462 0%<br>149 0%<br>273 0%<br>.447 0%<br>.060 0%  |
| 5833     Fines and Penalties     -     -     -     -     149     149     -     -     -       5836     Fingerprinting     -     -     -     -     273     273     -     -     -       5839     Fundraising Expenses     -     -     -     -     6,447     6,447     -     -     -     6       5845     Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     -       5848     Licenses and Other Fees     -     -     -     -     3,515     -     -     -     3,515  | 149 0%<br>273 0%<br>,447 0%<br>,060 0%   |
| 5836 Fingerprinting     -     -     -     -     273     273     -     -       5839 Fundraising Expenses     -     -     -     -     6,447     6,447     -     -     -     -       5845 Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     -     3,515       5848 Licenses and Other Fees     -     -     -     -     -     -     3,515   | 273 0%<br>,447 0%<br>,060 0%   |
| 5839 Fundraising Expenses     -     -     -     -     6,447     6,447     -     -     -     6,545       5845 Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     -     3,515       5848 Licenses and Other Fees     -     -     -     -     -     3,515     -     -     -     3,515   | ,447 0%<br>,060 0%   |
| 5845     Legal Fees     -     -     -     -     3,060     3,060     3,060     -     -     -     3,515     -     -     3,515     -     -     3,515  | ,060 0%  |
| 5848 Licenses and Other Fees 3,515 3,515   | -  |
|  |  |
| 5851 Marketing and Student Recruiting 1,791 1,791 1,791  | 704 00/  |
|  |  |
|  | ,825 25%   |
|  | ,214 20%   |
|  | ,076 0%  |
| 5860 Printing and Reproduction 352 55 1,024 1,431 16,523 16,523 15   | ,093 9%  |
| 5861 Prior Yr Exp (not accrued 0 14 24 38 <mark>38</mark> (38) (38)  | 0 100%   |
| 5863 Professional Development         -         -         -         -         15,820         15,820         -         -         -         15   | ,820 0%  |
| 5869 Special Education Contract Instructors         -         -         1,856         20,100         20,100         20,100         -         -         -         18  | ,244 9%  |
| 5875 Staff Recruiting 918 918  | 918 0%   |
| 5877 Student Activities 5,000 5,000 5  | ,000 0%  |
| 5878 Student Assessment 3,072 4,420 - 7,492 4,536 7,492 - (2,956)  | (0) 100%   |
|  | ,392 14%   |
| 5881 Student Information System 19 19 19 (19) (19)   | - 100%   |
| 5887 Technology Services 510 510 <mark>510</mark>  | 510 0%   |
| 5893 Transportation - Student 93,848 93,848 93,848 90  | ,848 0%  |
| 5898 Bad Debt Expense 0 0  | (0)  |
|  | ,043 3%  |
| 5915 Postage and Delivery 259 259 1,148 1,148  | 889 23%  |
|  | ,000 0%  |
| SUBTOTAL - Services & Other Operating Exp. 21,443 23,064 21,780 66,287 905,467 900,084 900,342 (258) 5,125 834   | ,055 7%  |
| Capital Outlay & Depreciation  |  |
|  | ,059 0%  |
|  | ,059 0%  |
| 30D101AL - Capital Outlay & Depreciation 10,033 10,033 10  | ,039 0%  |
| Other Outflows   |  |
| SUBTOTAL - Other Outflows         - <td>-</td>   | -  |
| TOTAL EXPENSES 75,675 234,706 267,990 578,370 3,621,994 3,618,141 3,650,200 (32,059) (28,206) 3,071  | ,830 16%   |
| TOTAL EXPENSES 75,675 234,706 267,990 578,370 3,621,994 3,618,141 3,650,200 (32,059) (28,206) 3,071  | ,იას 16%   |

The Academies CMO Monthly Cash Forecast As of Sep FY2021

|                                     |           |                |                |           |                 |           | 2020             |                 |                 |                 |                        |                        |           |           |
|-------------------------------------|-----------|----------------|----------------|-----------|-----------------|-----------|------------------|-----------------|-----------------|-----------------|------------------------|------------------------|-----------|-----------|
|                                     | Jul       | A              | Cam            | Oct       | Nov             | Dec       | Actuals &<br>Jan | Forecast<br>Feb | Mar             | A               | May                    | 1                      | Favaaaat  | Remaining |
|                                     | Actuals   | Aug<br>Actuals | Sep<br>Actuals | Forecast  | Nov<br>Forecast | Forecast  | Jan<br>Forecast  | Feb<br>Forecast | Mar<br>Forecast | Apr<br>Forecast | <b>мау</b><br>Forecast | <b>Jun</b><br>Forecast | Forecast  | Balance   |
| Beginning Cash                      | 2,165,031 | 2,126,437      | 1,926,596      | 1,781,730 | 1,886,788       | 1,793,121 | 1,694,057        | 1,743,884       | 1,694,582       | 1,408,100       | 1,345,855              | 1,197,190              |           |           |
| REVENUE                             |           |                |                |           |                 |           |                  |                 |                 |                 |                        |                        |           |           |
| LCFF Entitlement                    | -         | 177,095        | 225,987        | 596,886   | 383,960         | 383,960   | 564,291          | 383,960         | 257,528         | 418,545         | 146,184                | 146,184                | 5,649,281 | 1,964,702 |
| Federal Revenue                     | -         | -              | 51,618         | 189,598   | 29,416          | -         | -                | 29,416          | 16,784          | -               | 29,416                 | · -                    | 621,027   | 274,780   |
| Other State Revenue                 | 256       | -              | -              | 8,395     | 15,111          | 9,554     | -                | 51,844          | -               | -               | 55,087                 | -                      | 290,609   | 150,362   |
| Other Local Revenue                 | 6,108     | 690            | 5,420          | 69,291    | 71,844          | 71,844    | 71,844           | 71,844          | 71,844          | 71,844          | 140,968                | 317,201                | 970,740   | -         |
| Fundraising & Grants                | 10        | 579            | 15             | 4,508     | 4,100           | 4,100     | 4,286            | 4,244           | 4,100           | 4,100           | 4,361                  | 4,100                  | 38,500    | -         |
| TOTAL REVENUE                       | 6,375     | 178,363        | 283,040        | 868,678   | 504,431         | 469,457   | 640,420          | 541,308         | 350,255         | 494,488         | 376,015                | 467,484                | 7,570,157 | 2,389,843 |
| EXPENSES                            |           |                |                |           |                 |           |                  |                 |                 |                 |                        |                        |           |           |
| Certificated Salaries               | 48,964    | 265,560        | 270,229        | 271,835   | 270,770         | 272,174   | 265,578          | 270,770         | 270,770         | 268,174         | 270,770                | 289,799                | 3,035,395 | -         |
| Classified Salaries                 | 26,252    | 39,388         | 87,097         | 85,520    | 93,718          | 87,863    | 82,212           | 93,922          | 93,922          | 88,067          | 93,922                 | 81,723                 | 953,604   | -         |
| Employee Benefits                   | 51,388    | 86,727         | 90,592         | 117,170   | 93,693          | 93,496    | 103,185          | 95,118          | 95,118          | 92,451          | 93,350                 | 92,312                 | 1,104,599 | _         |
| Books & Supplies                    | 14,645    | 12,565         | 15,245         | 12,487    | 10,902          | 9,463     | 9,306            | 8,882           | 9,259           | 8,913           | 8,820                  | 10,912                 | 141,768   | 10,369    |
| Services & Other Operating Expenses | 75,115    | 70,578         | 69,993         | 256,645   | 146,748         | 148,546   | 148,051          | 148,087         | 148,087         | 148,057         | 146,748                | 290,725                | 1,876,838 | 79,457    |
| Capital Outlay & Depreciation       | -         | -              | -              | 838       | 838             | 838       | 838              | 838             | 838             | 838             | 838                    | 3,353                  | 10,059    | -         |
| Other Outflows                      | -         | -              | -              | 915       | 103             | 115       | 97               | -               | 177             | -               | -                      | ·-                     | 1,407     | -         |
| TOTAL EXPENSES                      | 216,362   | 474,818        | 533,156        | 745,410   | 616,772         | 612,495   | 609,267          | 617,617         | 618,172         | 606,501         | 614,449                | 768,824                | 7,123,670 | 89,826    |
| Operating Cash Inflow (Outflow)     | (209,988) | (296,455)      | (250,115)      | 123,268   | (112,342)       | (143,038) | 31,153           | (76,310)        | (267,917)       | (112,013)       | (238,433)              | (301,340)              | 446,487   | 2,300,017 |
| Revenues - Prior Year Accruals      | 779,585   | 10.146         | 52,136         | 110.951   | _               | 25,300    | _                | _               | _               | _               | _                      | _                      | _         |           |
| Accounts Receivable - Current Year  | -         | -              | -              | -         | -               | -         | _                | _               | -               | 60,000          | 100,000                | 131,000                | _         |           |
| Other Assets                        | 15,358    | -              | -              | -         | -               | -         | -                | -               | -               | -               | -                      | -                      | -         |           |
| Fixed Assets                        | -         | -              | -              | 838       | 838             | 838       | 838              | 838             | 838             | 838             | 838                    | 3,353                  | _         |           |
| Expenses - Prior Year Accruals      | (132,126) | 18,462         | (28,851)       | 220       | -               | -         | -                | -               | -               | -               | -                      | (65,011)               | _         |           |
| Accounts Payable - Current Year     | (394,903) | 38,272         | 52,960         | (136,222) | -               | -         | -                | -               | -               | -               | -                      | - ,                    | _         |           |
| Summerholdback for Teachers         | (113,347) | 12,907         | 12,178         | 10,508    | 10,508          | 10,508    | 10,508           | 10,508          | 10,508          | 10,508          | 10,508                 | 10,508                 | -         |           |
| Loans Payable (Current)             | -         | -              | -              | -         | -               | -         | -                | -               | (37,239)        | (37,239)        | (37,239)               | (37,239)               | -         |           |
| Loans Payable (Long Term)           | -         | -              | -              | (16,666)  | (8,333)         | (8,333)   | (8,333)          | -               | (8,333)         | -               | - 1                    | - 1                    | -         |           |
| Other Liabilites                    | 16,827    | 16,827         | 16,827         | 12,160    | 15,661          | 15,661    | 15,661           | 15,661          | 15,661          | 15,661          | 15,661                 | 15,661                 | -         |           |
| Ending Cash                         | 2,126,437 | 1,926,596      | 1,781,730      | 1,886,788 | 1,793,121       | 1,694,057 | 1,743,884        | 1,694,582       | 1,408,100       | 1,345,855       | 1,197,190              | 954,122                |           |           |

# Enc. No. 4











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# **Executive Summary**

#### HISTORY

Founded on the guiding principle of "what is good for gifted students is good for all students," The Academies Charter Management Organization (TACMO) operates two kindergarten through eighth grade public charter schools in Visalia, California. The two schools, Sycamore Valley Academy (SVA) and Blue Oak Academy (BOA), collectively serve over 540 students and employ over 75 teachers and staff.

Recognizing gaps in access to gifted and talented support in the public education system, TACMO's flagship school, SVA, opened in 2012 to provide students and families with a unique, high-quality public school option emphasizing the core tenets of gifted education for all students: depth and complexity, acceleration and novelty, critical thinking and inquiry.

Following the establishment of SVA, the organization engaged in its first strategic planning process in 2015-16 to explore opportunities to scale its model in order to be accessible to more students, particularly those who have been historically underserved by the public education system. The addition of Blue Oak Academy (BOA) in 2017 expanded SVA's impact in number of students served and increased the capacity of the organization overall.

#### TACMO TO-DATE

In its first two years of operating as a two-site charter management organization, TACMO experienced challenges: serving a more diverse student population resulted in a wider range of student needs, increasing the complexity of delivering the academic model, while an expanded staff varied in their understanding of gifted education philosophies and strategies, the organization's leaders debated possible growth opportunities, and the TACMO community wondered how the organization would function without its founding leader.

In the 2018-2019 school year, the organization engaged in its second strategic planning process focused on creating a five-year plan inclusive of both sites, future growth opportunities, and identifying priorities to support leadership succession.

#### 2019-2024 STRATEGIC VISION

Over the next five years, TACMO will hone its academic model to support all learners, deepen the personal development of students, and continue to inspire change in the public education system locally and nationally.

The organization's core goals to be achieved by 2024 are focused on:

Delivering its founding academic model (gifted and talented education for all) with appropriate adaptations and supports for diverse learner needs;



- ♦ Inspiring students to explore their interests and solve real-world problems in their classrooms, on campus, and in their communities;
- ♦ Sustaining and supporting all staff to develop their professional practice;
- ♦ Connecting parents with needed resources, support, and exciting opportunities to enhance learning for their student and the TACMO community; and
- ♦ Managing an organization that has the talent, resources, and quality of facilities to deliver its unique model and inspire public education reform.

#### STRATEGIC PLAN IMPLEMENTATION

The 2019-2024 strategic plan was created in partnership with the TACMO community. In-depth stakeholder surveys, an organization-wide strategic planning session with all staff, and a diverse committee of internal and external stakeholders generated the core content of the plan (Strategic Planning Committee roster, pg. 43).

As a result of the strategic planning process, over the next five years SVA and BOA will be working towards the same collective outcomes (i.e. core goals, pg. 5), utilizing a similar approach (i.e. key strategies), and leveraging site-specific action steps (i.e. tactics). The behaviors and actions of the TACMO Community will also be reinforced by the founding Mission and Vision statements (pg. 3), and the newly created Core Values (pg. 4).

The revised Theory of Change (pg. 42) will strengthen internal strategic decisions and supplement external communications; a comprehensive SWOT Analysis (pg. 31) provides useful comparison data as the organization implements the strategic plan and builds from core strengths, addresses weaknesses, leverages opportunities, and mitigates threats.

Finally, it is expected that the new Superintendent will work in partnership with leadership and staff to continuously improve and generate annual action plans (i.e. Year 1 Action Plan, pg. 6) aligned to the strategic planning framework.

TACMO will know it has been successful in strategic plan implementation if the following evidence is present:

- All students demonstrate growth toward mastery of academic standards;
- ♦ All students are supported to develop their interests and impact positive change;
- ♦ All staff are enthusiastically progressing towards professional development goals and along their individualized career pathways;
- ♦ Parents are actively involved in their child's education, contributing to the life of the school, and connected to the broader organization; and
- ♦ The TACMO organization is financially sustainable, recognized locally and nationally for its accomplishments, and an integral part of the community.



## **Mission**

We provide a rich, meaningful education in a nurturing environment, where students are continually challenged and their natural curiosity, creativity, and talents can thrive. We are a collaborative community of educators and families working together to help our students grow into virtuous, courageous, and intelligent citizens, equipped with a love of learning and a love of life, and eager to contribute to a better world.

## **Vision**

TACMO models transformative change in education by elevating expectations of learning and growth. With grit, tenacity, and empathy, we improve the world around us by embracing challenges as problem-solvers. We create an inclusive community with access to rigorous and enriching educational experiences that challenge and support individuals to achieve their personal best and realize new opportunities.













## **Core Values**



## Integrity

We are all empowered to be independent thinkers and leaders who act on behalf of the greater good and consistently uphold our Honor Code.

## **Individuality**

We promote individual strengths and respond to individual needs in order to nurture growth, self-confidence, courage, and resilience.

## **Inclusivity**

Everyone is safe in our community; we celebrate and respect each other's differences and learn in cooperation with one another.

#### **Inquiry**

We challenge each other to think critically and creatively to explore, problem solve, and encourage new ideas.

#### Innovation

We generate and share solutions to reform public education through reflection, research, collaboration, and an unwavering belief in every person's ability.



## The Academies Charter Management Organization Equity and Inclusivity Commitment

TACMO is committed to being part of large systemic change by acknowledging and addressing the many forms of individual and systemic racism and its damaging effects on students, staff, parents, our local community and beyond.

These forms of racism are expressed through racist policies, ideas, explicit and implicit bias, and our action or inaction. We define racist policy as any measure that contributes to racial inequity between racial groups and racist ideas that justify inequity between racial groups while understanding how these concepts work against our most at-risk students and families.

We seek to educate students, staff, parents, and local communities to work against implicit and explicit bias including, but not limited to, racial/ethnic backgrounds, culture, language, gender expression, sexual orientation, family structure, cognitive or physical ability, economic class, and religion. We acknowledge this critical and worthy work realizing the process is a lifelong journey. Our commitment is to contribute towards the creation of a better world through tenacity and empathy, as outlined in our TACMO vision, mission, and core values.



# 2019-2024 Strategic Priorities

Over the course of the next 3-5 years, TACMO will direct its capacity and resources towards three main objectives:

- ♦ Fulfill our charter's promise of "gifted education for all" serving a diverse student population
- Develop students to become adults who change the world
- Influence and inspire the broader education landscape









- All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement.
- All students are engaged by connecting their interests and learning to develop awareness of self, community, and world.
- Teachers, staff, and administrators are supported and empowered to continuously improve their practice for the benefit of themselves, their students and the greater public education system.

- TACMO operates as a hub of resources, support, and opportunities for its families and greater community.
- **5** TACMO is thriving and is recognized as a sustainable public education institution.



# 2019-2020 Year One Action Plan

Core goals are realized through the implementation of key strategies (i.e. high-level initiatives) and tactics (i.e. day-to-day action steps). Annual action plans include priority strategies and tactics, leadership, resource allocation, and key metrics for monitoring performance.

| GOAL 1  | All students participate in deep instruction support and demonstrate academic grow  |   |  |
|---|---|---|--|
| STRATEGIES  | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 1.1. Revise and refine<br>instructional<br>frameworks K-8 | 1.1.1. Create vertical alignment in curriculum K-8 benchmarks/milestones (e.g. "SVA K-8 experience"); manage by grade levels to ensure transparent grade level expectations and learning benchmarks | <ul> <li>♦ Scheduled meeting times to work align</li> <li>♦ # of standards assessed per PBL</li> <li>♦ Vertically aligned learning maps for Math and ELA with common formative assessments indicated</li> <li>♦ Standard formative assessment (Year 1)</li> <li>♦ Complex projects addressing multiple standards (Year 2-3)</li> <li>♦ Improved MAP/CAASPP scores over time (Year 2)</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Teams</li> </ul> |



| GOAL 1   | All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement   |   |  |  |
|--|---|---|--|--|
| STRATEGIES   | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 1.2. Increase effective instruction and assessment | <ul> <li>1.2.1. Invest time and/or resources in standards-based trainings (e.g. unpack standards, TCOE workshops, The Standards Institute)</li> <li>1.2.2. Generate and Bank more resources for lesson planning and scaffolding strategies (including anchor/model resources)</li> <li>1.2.3. Analyze current formative assessments (including PBL outcomes) and understand key standards</li> <li>1.2.4. Refine rubrics and assessments, including PBL outcomes (Year 2)</li> <li>1.2.5. Improve portfolio assessment (Year 2)</li> <li>1.2.6. Calibrate assessments for ELA and math (Year 2)</li> <li>1.2.7. Train and then plan content and language objectives (Year 2)</li> <li>1.2.8. Incorporate structured strategies for student engagement strategies, check-for-understanding, and visible learning into every lesson (Year 3)</li> </ul> | <ul> <li>♦ Staff time for assessment collaboration and analysis allocated in calendar</li> <li>♦ Evidence of differentiated instruction in teacher observations</li> <li>♦ Standards assessed per trimester/PBL identified</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Teams</li> </ul> |  |



| GOAL 1  | All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement  |   |  |  |  |
|---|--|---|--|--|--|
| STRATEGIES  | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |  |
| 1.3. Improve classroom management in order to increase instructional time | <ul> <li>1.3.1. Simplify restorative practices for easier use and more consistent implementation: clarify expectations to be more cohesive and unified (e.g. shared language, "If then"</li> <li>1.3.2. Create flow charts for management of extreme behaviors (Tier 1-2)</li> <li>1.3.3. Provide support in developing routines and transition techniques</li> <li>1.3.4. Develop playbook for highly accountable centers-based work</li> </ul> | <ul> <li>♦ % of staff receiving behavior management training</li> <li>♦ % of staff receiving consistent coaching support</li> <li>♦ Clearly articulated administrative system of consequences and incentives under restorative justice practice is published in Bank</li> <li>♦ Student time in office decreases</li> </ul> | <ul> <li>♦ Vice Principals</li> <li>♦ Coaches</li> <li>♦ Outside training support</li> </ul> |  |  |



| GOAL 1   | All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement  |  |  |  |
|--|--|--|--|--|
| STRATEGIES   | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 1.4. Develop and monitor ELA and Math systems of support (K-8) | <ul> <li>1.4.1. Evaluate current intervention process and protocols</li> <li>1.4.2. Develop a tiered outline of Tier 1, 2 and 3 academic supports so continuum of supports is made visible</li> <li>1.4.3. Provide training in foundational reading and math instructional strategies and scaffolding practices to differentiate</li> <li>1.4.4. Provide English Language Learner training, including ELD standards and best practices</li> <li>1.4.5. Leverage After School Program for extended learning opportunities, including reading and homework support</li> <li>1.4.6. Assess need for additional support staff with behavioral and academic expertise</li> <li>1.4.7. Cultivate relationships to design MOUs for SpEd/FAPE</li> </ul> | <ul> <li>♦ Intervention system is developed</li> <li>♦ 100% of staff receives ELD training</li> <li>♦% of planned intervention hours completed</li> <li>♦ Adequate staff and technology to support implementation of interventions</li> <li>♦ Student data system is expanded to organize intervention data and track intervention outcomes</li> <li>♦ Instructional staff have access to and ability to navigate MTSS site data and tracking</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Teams</li> </ul> |  |



| GOAL 1  | All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement  |  |  |  |
|---|--|--|--|--|
| STRATEGIES  | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 1.5. Increase the effectiveness and versatility of instructional design and content offerings | <ul> <li>1.5.1. Articulate adaptability of "GATE for all" for all student populations</li> <li>1.5.2. Deepen staff's knowledge of how to utilize gifted education methods and strategies in a manner that strengthens foundational teaching</li> </ul> | <ul> <li>♦ % of CAG-trained staff</li> <li>♦ % of staff who report a deeper practice of gifted education methods for foundational learning</li> <li>♦ Coaching time allocated in calendar for this purpose</li> <li>♦ % of staff report increased confidence in their ability to integrate gifted education strategies into foundational teaching (e.g. guided reading groups, reading centers)</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Teams</li> </ul> |  |



| GOAL 1  | All students participate in deep instruction with appropriate support and demonstrate academic growth and achievement  |   |  |  |
|---|--|---|--|--|
| STRATEGIES  | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 1.6. Cultivate student awareness of and ability to articulate their academic growth | <ul> <li>1.6.1. Expand student-led conferences:</li> <li>♦ Develop an articulated framework for grade levels, so students can be supported and experience the benefits of this shift</li> <li>1.6.2. Provide more self-assessment opportunities</li> <li>1.6.3. Increase qualitative feedback on student performance and achievement</li> <li>1.6.4. Teach skills for how to give and receive constructive feedback</li> <li>1.6.5. Create ceremonies and activities that encourage moments of reflection on students' academic progress and achievements</li> <li>1.6.6. Calibrate how to assess student reflections</li> </ul> | <ul> <li>Developed rubrics (or other methods for providing feedback) for student reflections are published in Bank</li> <li>Staff are engaged in collaborative reflection to refine instructional practice, calendar reflects time allocated</li> <li>Framework for student-led conferences is published in Bank</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Teams</li> </ul> |  |



| GOAL 2  | All students are engaged by connecting their interests and learning to develop awareness of self, community, and world.   |   |   |  |
|---|---|---|---|--|
| STRATEGIES  | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES  |  |
| 2.1. Support social and emotional development and mental health | <ul> <li>2.1.1. Clarify expectations around school-wide discipline and SEL approach</li> <li>2.1.2. Reinforce accountability and personal responsibility during unstructured times (i.e. hallways, recess, lineup)</li> <li>2.1.3. Integrate inclusion and mindfulness in curriculum:  <ul> <li>Develop process for SMART SEL goals and be able to measure progress (portfolios, ILPs)</li> <li>Identify space for emotional processing (Year 2)</li> <li>Teach self-regulation and emotional awareness (Year 2)</li> <li>Teach self-advocacy techniques to help students recognize and speak to their mental and emotional status (Year 2)</li> </ul> </li> <li>2.1.4. Build preventative relationship-building activities (e.g. Buddies program) and peer counseling programs (Year 2)</li> <li>2.1.5. Develop a recess framework to clarify expectations for safe and healthy play (Year 2)</li> </ul> | <ul> <li>♦ 100% staff trained and knowledgeable about discipline and SEL program</li> <li>♦ 90% students demonstrate common language of SEL program</li> <li>♦ Reduction in behavioral incidents during unstructured periods</li> <li>♦ Observations of peer-to-peer conflict resolution</li> </ul> | <ul> <li>♦ Vice Principals</li> <li>♦ Coaches</li> <li>♦ School Psych</li> <li>♦ Ed Specialist</li> </ul> |  |



| GOAL 2   | All students are engaged by connecting their interests and learning to develop awareness of self, community, and world.  |  |   |  |  |
|--|--|--|---|--|--|
| STRATEGIES   | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES  |  |  |
| 2.2. Develop students' leadership capacity and facilitate student interests through optional avenues | <ul> <li>2.2.1. Further develop clubs and extracurricular activities</li> <li>2.2.2. Explore student opportunities ideas such as: <ul> <li>◇ Create peer mentorship programs</li> <li>◇ Increase participation in County competitions</li> <li>◇ Build Makerspaces</li> </ul> </li> <li>2.2.3. Articulate and maintain extra curricular offerings</li> </ul> | <ul> <li>Articulated list of participatory activities available (November program update)</li> <li>Increase in student participation in clubs/activities in after-school hours or in after-school program</li> <li>Student survey responses regarding quality and relevance of after school opportunities</li> <li>Students participating in community and county events and competitions</li> </ul> | <ul> <li>◇ Operations Director</li> <li>◇ Parent leadership</li> <li>◇ TBD: Identify support staff facilitators to determine needs</li> </ul> |  |  |



| GOAL 2  | All students are engaged by connecting their interests and learning to develop awareness of self, community, and world.  |  |  |  |
|---|--|--|--|--|
| STRATEGIES  | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 2.3. Refine real- world learning experiences (i.e. PBL and service learning) to maximize their learning potential | <ul> <li>2.3.1. Revise PBL planning framework template to emphasize assessment, scaffolds for low/high differentiation, voice/choice, etc.</li> <li>2.3.2. Develop a model PBL unit and establish quality control checks</li> <li>2.3.3. Provide support to further integrate PBL with core subject curriculum</li> <li>2.3.4. Engage parents who are subject experts and local businesses and organizations to enhance learning experience</li> <li>2.3.5. Develop eco-conscious campus initiatives (Year 2)</li> <li>2.3.6. Facilitate annual community service work becoming more integrated with PBL units and authentically connected with core academics (Year 2)</li> </ul> | <ul> <li>◇ Refined PBL frameworks in Bank</li> <li>◇ Increased student exposure to real-world problem solving via data collection or student survey, contact/collaboration with working professionals or experts</li> <li>◇ Coaching time allocated for development of tools and for facilitating instructional shift</li> </ul> | <ul> <li>♦ Grade Level Teams</li> <li>♦ Coaches</li> <li>♦ Parent leadership</li> <li>♦ PBL Advisory         <ul> <li>Committee of</li> <li>Teachers and</li> <li>Teacher-aspiring</li> <li>Aides</li> </ul> </li> </ul> |  |



| GOAL 2  | All students are engaged by connecting their interests and learning to develop awareness of self, community, and world.  |  |  |  |
|---|--|--|--|--|
| STRATEGIES  | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 2.4. Develop technology guidance for the organization | <ul> <li>2.4.1. Assess current resources and gaps, update inventory and replacement plans with cost estimates in Bank</li> <li>2.4.2. Develop minimum TACMO expectations for tech use/competencies in classrooms by grade levels</li> <li>2.4.3. Develop technology training plan per individualized needs of staff</li> <li>2.4.4. Evaluate multi-year technology budget, goals, and the quality of newly-acquired VUSD tech support/ tech replacement included in our new Facility Use Agreements to create a revised tech budget</li> <li>2.4.5. Explore technology supports for academic interventions to evaluate best choice per needs, publish identified/selected resources in Bank</li> <li>2.4.6. Create an online platform to engage parents' needs, resources, and skills and communicate opportunities</li> </ul> | <ul> <li>♦ 100% staff are aware of available technology resources</li> <li>♦ 100% staff are trained in use of technology resources</li> <li>♦ 100% of classrooms use a platform to communicate (Seesaw, Remind, Dojo, Google Sites, Portfolios)</li> </ul> | <ul> <li>◇ Operations Director</li> <li>◇ Superintendent</li> <li>◇ Principals</li> <li>◇ VUSD Tech staff</li> <li>◇ Technology training support (TCOE)</li> </ul> |  |



| GOAL 3  | Teachers, staff, and administrators are supported and empowered to continuously improve their practice for the benefit of themselves, their students, and the greater public education system  |   |   |
|---|--|---|---|
| STRATEGIES  | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES  |
| 3.1. Define TACMO instructional support framework and PD pathways toward mastery for all instructional staff (including annual school-wide PD initiatives per site goals/needs) | <ul> <li>3.1.1. Improve and design explicit PD pathways for consistency of new teacher and staff onboarding</li> <li>3.1.2. Identify opportunities for more mentorship across teachers and coaches for increased support, coaching, and debriefs</li> <li>3.1.3. Create tiered system of mastery for teacher development (i.e. scope and sequence)</li> <li>3.1.4. Increase awareness of non-negotiables/ required PD versus differentiated PD across sites</li> <li>3.1.5. Identify most-needed training across all positions and prioritize these within a scope/sequence, or pathway</li> <li>3.1.6. Improve alignment of evaluation/ feedback systems for increased feedback for personalized professional or instructional goals</li> </ul> | <ul> <li>◇ Pathways published in Bank for teachers</li> <li>◇ Professional development calendar identifies coaching cycles and mentorship</li> <li>◇ Updated teacher evaluation/feedback forms</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> </ul> |



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|---|---|---|--|
| STRATEGIES  | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 3.2. Formalize professional development and support for instructional aides and substitute teachers | <ul> <li>3.2.1. Develop an aide-to-teacher training program</li> <li>3.2.2. Identify trainings needed per aide role and assignments (e.g. grade, content, behavior mgmt., special student needs)</li> <li>3.2.3. Improve communication and feedback channels for aides (e.g., reduce all staff email confusion, increase specific email messaging to only aides)</li> <li>3.2.4. Create a Substitute Academy program (e.g., quarterly sub training event for new recruitment and onboarding)</li> </ul> | <ul> <li>% aide staff who report improved communications (survey)</li> <li># Substitute Academy events held, # of attendees</li> <li>Length of substitute list</li> </ul> | <ul><li>♦ HR &amp; Admin<br/>Specialist</li><li>♦ Superintendent</li><li>♦ Vice Principals</li></ul> |
| 3.3. Refine evaluation<br>and formal<br>feedback processes  | <ul> <li>3.3.1. Develop clear coaching/improvement focus and message within performance evaluation process (e.g., forms, debriefing content/messages, targeted responses to areas of needed growth)</li> <li>3.3.2. Create a scope and sequence for teacher and staff coaching</li> <li>3.3.3. Develop personal portfolios</li> <li>3.3.4. Schedule peer-to-peer observations</li> </ul>  | <ul> <li>◇ Coaching cycles established with systematized plan</li> <li>◇ Coaching scope and sequence is published in Bank</li> </ul>                                      | <ul><li>♦ Superintendent</li><li>♦ Principals</li><li>♦ Coaches</li></ul>                            |



| GOAL 3                                      | Teachers, staff, and administrators are supported and empowered to continuously improve their p for the benefit of themselves, their students, and the greater public education system  |   |  |  |
|---|---|---|--|--|
| STRATEGIES                                  | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |  |
| 3.4. Strengthen community and collaboration | <ul> <li>3.4.1. Develop and implement shared decision-making process</li> <li>3.4.2. Improve communication and collaboration across staff, specialists, and core teachers</li> <li>3.4.3. Look for meaningful opportunities to convene all TACMO staff or particular subgroups of staff more often</li> <li>3.4.4. Define the balance between directed vs. open planning time by piloting a year of seeking to achieve greater "protected time" or open planning time</li> <li>3.4.5. Look for opportunities to improve the coordination of schedules (e.g. specials) to maximize grade level teacher collaboration</li> <li>3.4.6. Increase and formalize regular check-ins across grade level teams and between staff levels (e.g. instructional aide, teacher, specialist)</li> <li>3.4.7. Organize staff social events</li> <li>3.4.8. Engage all staff in ongoing dialogue regarding core philosophies and methodologies (e.g. constructivist, progressive)</li> </ul> | <ul> <li>♦ Increase in collaboration time as compared to baseline time</li> <li>♦ Documented outcomes of collaboration efforts</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> <li>♦ Grade Level Lead Teachers</li> </ul> |  |



| GOAL 4   | TACMO operates as a hub of resources, support, and opportunities for its families and greater community.  |  |   |  |
|--|---|--|---|--|
| STRATEGIES   | TACTICS   | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES  |  |
| 4.1. Respond to parents' skill gaps and desired areas of support | <ul> <li>4.1.1. Create regular feedback system to identify parent needs; incentivize parent participation and feedback</li> <li>4.1.2. Develop parent workshops and trainings: <ul> <li>Restorative justice and SEL tools</li> <li>Subject content nights (reading, math, metacognition)</li> <li>Content and curriculum</li> <li>Instructional strategies</li> <li>School policy review (e.g. rights of parents, parent expectations, public education law, classroom volunteer policy</li> </ul> </li> <li>4.1.3. Develop an application or online learning platform, unified across all grade levels for parents to extend learning beyond school</li> <li>4.1.4. Promote ongoing parent-to teacher communication</li> <li>4.1.5. Digitize back-to-school paperwork</li> </ul> | <ul> <li>♦ Feedback system to capture parent needs</li> <li>♦ Master Calendar shows scheduled Parent Workshops</li> <li>♦ # of Parent Workshops</li> <li>♦ # of attendees at workshops</li> <li>♦ Workshop participant survey results</li> </ul> | <ul> <li>◇ Principals</li> <li>◇ Vice Principals</li> <li>◇ Grade Level Teams</li> <li>◇ Teacher leaders</li> <li>◇ PTO engagement</li> </ul> |  |



| GOAL 4  | TACMO operates as a hub of resources, support, and opportunities for its families and greater community.   |   |   |
|---|--|---|---|
| STRATEGIES  | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES  |
| 4.2. Encourage parent and community contributions of expertise, time and resources to supplement student learning | <ul> <li>4.2.1. Establish tradition of PTO and Site Principal meeting annually to align PTO leadership to strategic plan initiatives, LCAP goals, school calendar of events, and budgeting/planning for PTO contributions</li> <li>4.2.2. Encourage and catalogue parent information regarding occupation, expertise, and resources and share with all teachers</li> <li>4.2.3. Routinize teacher requests for inclassroom parental support and learning enhancements (e.g. subject experts)</li> <li>4.2.4. Connect parents to student clubs and interests (e.g. parent-led career day)</li> <li>4.2.5. Provide specific and varying campus volunteer opportunities (e.g. Lunch Buddies)</li> <li>4.2.6. Create opportunities for parents to collaborate to help with site or organizational problem-solving</li> </ul> | <ul> <li>♦ Increase in % of parents involved</li> <li>♦ Increase in # of parent volunteer hours</li> <li>♦ Information system to catalogue parent interest and ability to contribute</li> <li>♦ Matching system in place to pair classroom and school events with parent needs</li> </ul> | <ul> <li>◇ Principals</li> <li>◇ PTO leaders</li> <li>◇ Teacher leaders</li> <li>◇ Resource library/area for parents (TBD)</li> </ul> |



| GOAL 4  | TACMO operates as a hub of resources, support, and opportunities for its families and greater community.  |  |                                    |
|---|---|--|------------------------------------|
| STRATEGIES  | TACTICS   | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES |
| 4.2. Encourage parent and community contributions of expertise, time and resources to supplement student learning | <ul> <li>4.2.7. Develop a tracker for staff to be able to monitor diverse contributions of time and resources to study the issue of parent involvement and identify site-specific challenges</li> <li>4.2.8. Celebrate diverse parent engagement</li> </ul> | <ul> <li>♦ Increase in # of parent volunteer hours</li> <li>♦ Information system to catalogue parent interest and ability to contribute</li> <li>♦ Matching system in place to pair classroom and school events with parent needs</li> </ul> |                                    |



| GOAL 4   | TACMO operates as a hub of resources, support, and opportunities for its families and greater community.   |  |  |
|--|--|--|--|
| STRATEGIES   | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 4.3. Promote student, family, and staff connectedness to the TACMO community and our greater surrounding communities | <ul> <li>4.3.1. Create a community asset map to organize local resources and partners</li> <li>4.3.2. Build a physical Community Board on campus to advertise and connect parents' needs and resources</li> <li>4.3.3. Develop family social initiatives (e.g. hiking) and events (e.g. Game Night, school dinners, Open House for local residents and community members)</li> <li>4.3.4. Encourage parent-led community service events (e.g. volunteer at assisted living centers)</li> <li>4.3.5. Attend and host student-centered community events (e.g. Science Fair, Mock Trial, Spelling Bee) and participation in community events (e.g. local parades)</li> <li>4.3.6. Develop Communications Plan and Calendar, including the organization's use of social media; News &amp; Notes emails, and other tech tools for communications to clarify responsibilities for team members for consistent and impactful messaging</li> </ul> | <ul> <li>♦ Teachers and staff participate in local events and workshops as representatives of our schools/org</li> <li>♦ # of community events where TACMO is represented</li> </ul> | <ul> <li>♦ Operations Director</li> <li>♦ Summer 2019 planning time</li> <li>♦ Trimester planning time for all staff to coordinate parent and community engagement opportunities (Teacher stipends)</li> <li>♦ After-school program alignment</li> </ul> |



| GOAL 5                                       | TACMO is thriving and is recognized as a sustainable public education institution.   |  |   |  |
|--|--|--|---|--|
| STRATEGIES                                   | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES  |  |
| 5.1. Ensure financial<br>health and vitality | <ul> <li>5.1.1. Deliver annual budget update to all staff</li> <li>5.1.2. Maintain an advisable financial reserve (approx. 23%) and articulate reserve spending philosophy and decision—making process  <ul> <li>Develop written policy for "appropriate" uses for reserve spending</li> </ul> </li> <li>5.1.3. Review CALPADS and School Nutrition data entry process to find quality control measures that would ensure fidelity and accuracy</li> <li>5.1.4. Maximize ADA by implementing appropriate evidence-based attendance best practices (e.g. preventative sickness measures)</li> <li>5.1.5. Refine Timecard process to ensure alignment in quality checks across HR and leadership; explore digital timesheets</li> <li>5.1.6. Explore additional revenue streams (e.g. independent study programs, package and market TACMO-developed operational systems)</li> </ul> | <ul> <li>♦ Established budgetary benchmarks</li> <li>♦ Multi-year financial planning</li> <li>♦ Healthy financial reserves</li> <li>♦ Staff understand budget priorities and constraints</li> <li>♦ Maintain or increased ADA (96% or better)</li> <li>♦ Maximum LCFF funding</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Board of Directors</li> <li>♦ Back-end financial service provider</li> </ul> |  |



| GOAL 5                                     | TACMO is thriving and is recognized as a  |  |                                    |
|--|---|--|------------------------------------|
| STRATEGIES                                 | TACTICS   | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES |
| 5.1. Ensure financial health and vitality  | <ul> <li>5.1.7. Explore and consider outside private funding partners</li> <li>5.1.8. Identify internal initiatives to improve processes or organizational efficiency (e.g. reduce paper reliance of in-house operations, develop a TACMO student data program)</li> </ul>  | <ul> <li>♦ Established budgetary benchmarks</li> <li>♦ Multi-year financial planning</li> <li>♦ Healthy financial reserves</li> <li>♦ Staff understand budget priorities and constraints</li> <li>♦ Maintain or increased ADA (96% or better)</li> <li>♦ Maximum LCFF funding</li> </ul> |                                    |
| 5.2. Recruit, retain and<br>support talent | <ul> <li>5.2.1. Articulate unique experience and benefits of being a TACMO employee (all positions)</li> <li>5.2.2. Refine staff survey to better understand drivers of satisfaction and retention</li> <li>5.2.3. Establish staff liaison to represent collective staff needs and create regular opportunities for staff liaison, CMO leadership, and Board to engage in dialogue</li> </ul> | <ul> <li>♦ Staff turnover rates</li> <li>♦ Staff retention and satisfaction survey results</li> <li>♦ Participation in recruitment events (#)</li> <li>♦ Evaluated as a competitive employer</li> <li>♦ Aggregated performance evaluations show improvement</li> </ul>                   |                                    |



| GOAL 5                                  | TACMO is thriving and is recognized as a sustainable public education institution.  |   |                                    |
|---|---|---|------------------------------------|
| STRATEGIES                              | TACTICS   | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES |
| 5.2. Recruit, retain and support talent | <ul> <li>5.2.4. Evaluate appropriate and sustainable staffing model to meet student needs and explore feasibility of items staff has indicated they desire:</li> <li>◇ Raise teacher salaries to district levels</li> <li>◇ Increase specialist salary to greater than or equal to substitute level</li> <li>◇ Expand benefits for specialists and aides</li> <li>◇ Provide retirement benefits for CMO staff</li> <li>◇ Transition specialists to full-time positions</li> <li>◇ Increase paid prep time</li> <li>◇ Increase number of instructional aides</li> <li>◇ Reduce number of work days</li> <li>◇ Reduce number of in–person pre-service days</li> <li>◇ Roll-over unused PTO (sick days)</li> </ul> | <ul> <li>♦ Staff turnover rates</li> <li>♦ Participation in recruitment events (#)</li> <li>♦ Evaluated as a competitive employer</li> <li>♦ Aggregated performance evaluations show improvement</li> </ul> |                                    |



| GOAL 5                                  | TACMO is thriving and is recognized as a sustainable public education institution.  |  |                                    |
|---|---|--|------------------------------------|
| STRATEGIES                              | TACTICS   | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES |
| 5.2. Recruit, retain and support talent | <ul> <li>◇ Pay for instructional aides and specialists to attend quarterly staff meetings</li> <li>◇ Shorten school day; adjust school calendar</li> <li>5.2.5. Explore opportunities to better focus staff areas of expertise and optimize planning and preparation time (e.g. departmentalization of teachers by subject area; schedule changes; credentialing assignments)</li> <li>5.2.6. Develop succession plans for all leadership roles and needed training (i.e. site leadership training for emerging leaders)</li> </ul> | <ul> <li>♦ Staff turnover rates</li> <li>♦ Staff retention and satisfaction survey results</li> <li>♦ Participation in recruitment events (#)</li> <li>♦ Evaluated as a competitive employer</li> <li>♦ Aggregated performance evaluations show improvement</li> </ul> |                                    |



| GOAL 5  | TACMO is thriving and is recognized as a sustainable public education institution.  |  |  |
|---|---|--|--|
| STRATEGIES  | TACTICS   | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 5.3. Increase reach of messaging and strengthen the TACMO brand | <ul> <li>5.3.1. Develop storytelling from each key stakeholder perspective and experience (students, parents, and staff)</li> <li>5.3.2. Refine elevator pitch and reinforce across all school members</li> <li>5.3.3. Update promotional materials</li> <li>5.3.4. Define and communicate unique middle school model and offerings</li> <li>5.3.5. Participate in local conferences</li> </ul> | <ul> <li>Increased enrollment at both sites for target population (gifted, low-income)</li> <li>Growing waitlists</li> <li>Family survey response addresses charter school misconceptions</li> </ul> | <ul> <li>◇ Operations Director</li> <li>◇ CMO Staff</li> <li>◇ Superintendent</li> <li>◇ Principals</li> </ul> |



| GOAL 5  | TACMO is thriving and is recognized as a sustainable public education institution.   |  |   |
|---|--|--|---|
| STRATEGIES  | TACTICS  | METRICS  | LEAD(S) RESPONSIBLE<br>& RESOURCES  |
| 5.4. Contribute to the improvement of our public education system | <ul> <li>5.4.1. Produce proof of our model: approach and outcomes</li> <li>5.4.2. Pursue grant opportunities (e.g. federal grant to study hypothesis that "Gifted Ed for All" is an effective strategy to close the achievement gap)</li> <li>5.4.3. Develop university partnerships for increased research capacity</li> <li>5.4.4. Capture internal improvements to curriculum to share with broader community</li> <li>5.4.5. Map and build authentic relationships with local leaders and political allies (local, state, national)</li> </ul> | <ul> <li>♦ Articulated proof of our model</li> <li>♦ Evidence of influence (e.g. policy change)</li> </ul> | <ul> <li>♦ Superintendent</li> <li>♦ Principals</li> <li>♦ Coaches</li> </ul> |



| GOAL 5   | TACMO is thriving and is recognized as   | a sustainable public education institution.   |  |
|--|--|---|--|
| STRATEGIES   | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 5.5. Explore opportunities for organizational growth and expansion | <ul> <li>5.5.1. Evaluate feasibility and benefits of:</li> <li>♦ Increased enrollment per the Prop 51 opportunity (school size of 521 from 378 model)</li> <li>♦ Consolidated middle school</li> <li>♦ Independent study offering</li> <li>♦ Preschool expansion</li> <li>♦ High school expansion</li> <li>5.5.2. Evaluate opportunities for campus re-location to increase accessibility</li> </ul> | <ul> <li>♦ Administrators communicate growth and expansion opportunities, conduct evaluations, apply decision-making rationale</li> <li>♦ Administrators produce a feasible and comprehensive growth plan for identified opportunities</li> </ul> | <ul> <li>◇ Principals</li> <li>◇ Superintendent</li> <li>◇ Board of Directors</li> </ul> |



| GOAL 5                             | TACMO is thriving and is recognized as a sustainable public education institution.   |   |  |
|------------------------------------|--|---|--|
| STRATEGIES                         | TACTICS  | METRICS   | LEAD(S) RESPONSIBLE<br>& RESOURCES   |
| 5.6. Explore facility improvements | 5.6.1. Continue participation in the 2019-2020 Facility Improvement Plan working towards the following possible outcomes:  \( \) Install sinks in every classroom  \( \) Build a library at Blue Oak Academy  \( \) Construct more adult bathrooms  \( \) Place more water fountains throughout the school  \( \) Construct rest areas and benches for students  \( \) Invest in greater playground supplies and equipment | <ul> <li>Site improvements make sites         "reasonably equivalent"</li> <li>Site development plans (in collaboration with VUSD)</li> </ul> | <ul> <li>◇ Principals</li> <li>◇ Superintendent</li> <li>◇ Board of Directors</li> </ul> |



## TACMO STRENGTHS

- Collaborative and caring community of talented teachers and staff working together to fulfill the mission and vision
- ♦ Founding superintendent vision and exceptional capabilities
- ♦ Unique school design and student experience
- ♦ Proven methodology and organizational achievements
- School climate and behavior management pedagogy
- Engaged and dedicated parent community, including a high number of staff who are also parents of current students
- ♦ Growing list of community partners
- Effective communication to parents regarding individual student growth and organizational news and updates
- ♦ Healthy financial reserve

"The level of engagement and ambition in the teachers is unmatched at other schools that I've seen."

"By adopting restorative justice practices early on, we were at the forefront of what has now become a wave of change in school discipline. I'm proud of our team for continuing to tackle the challenges and continue to take each situation individually and within its own context."



## **SVA STRENGTHS**

- Project-based learning, rich curriculum, and high-level instruction driven by effective teachers and passionate instructional aides
- Wholistic child assessment and individual student support
- Teacher autonomy, professionalism, trust, and flexibility

"We celebrate and embrace each child's uniqueness and individuality. We've been able to support many types of students who would not otherwise be successful in a more typical school setting."

"When it comes to a family obligation (ex: my kids get sick), teachers are trusted; I don't feel like I am being micromanaged."

## **BOA STRENGTHS**

- ♦ Dynamic and committed founding team
- Supportive, energetic, and flexible school principal
- ♦ PTO and parent support, participation, and involvement

"An amazing principal that communicates and shows care for staff and students."

"Parent involvement is key to success within the school. I absolutely love that there is a school motto and that the kids are taught to be good people."



## TACMO WEAKNESSES

Lack of clarity on how to fulfill mission, vision, and core approach for a changing student population with increased individualized needs

 Underdeveloped structures and systems of newly integrated special education program "Even if some students' test scores do not necessarily improve, they are still getting a better and broader education from us, especially when we stay focused on the Gifted Education/CAG strategies. But I am not yet sure that teaching solely in this way, as intended by our charter, will produce positive test score results for all academic levels equally. That said, if we shift our focus to intervention and remediation, then I am not sure we are following the intent and purpose of our charter."

"We need a coherent special education program with clearly defined roles for the program director, teachers, and aides."



## TACMO WEAKNESSES

- More targeted professional development and personalized support based on teacher experience and needs
- Disconnected data systems
- School-site staff untrained in CMO policies and protocols
- Parents unversed in restorative justice disciplinary practices
- ♦ Limited physical space (e.g. classroom space, intervention support, bathrooms)
- Low technology integration and lack of investment in updated technology resources

"There are some basic trainings like guided reading or engagement strategies that young staff have never received."

"I can count on one hand how many observations I've had in the last two to three years. I know that the intentions have always been there, we just always have so many other jobs to do and so little staff to do it."

"I feel like we are doing too many things in too many different places and ways. If we could have all the information going into one system, I believe we would be more efficient."

"We need to ensure that our structures for policies, flow charts, and systems are easier to follow for longevity."



## **SVA WEAKNESSES**

- ♦ Inconsistent approach and curriculum to classroom management and community building
- ♦ Gaps in vertical alignment (i.e. year-over-year student learning expectations)
- Need for increased instructional aide support, structure, and training
- ♦ Student body is currently under-enrolled for the first time in SVA's recent history

**BOA WEAKNESSES** 

- Unequipped to meet the needs of students with extreme behavioral challenges and gaps in academic readiness
- ♦ Lack of connection between grade level teachers

"More training for support staff would be beneficial for all staff to have universal language and a consistent approach to handle situations that results in positive outcomes for all involved."

"Develop a clear, feasible, system of intervention for ELA and math that provides support at all grade levels, is properly staffed, and works in tandem with classroom instruction."

"Classroom instructional aide support (in addition to those currently acting as one-on-one aides) would greatly add to the ability of the classroom teacher to teach open-ended lessons and small groups."



## TACMO OPPORTUNITIES

- Evaluate expansion (number of students, pre-school, high school), new programs (homeschool, independent study) and replication opportunities (number of K-8 schools)
- Re-articulate the academic model and contribute best practices in the field
- ♦ Solidify unique middle school model (e.g. GATE emphasis)
- ♦ Re-vamp teacher and staff support systems

"In opening BOA, we learned that sometimes bold steps like replication are required simply to stay viable."

"There is an opportunity to be an advocate for universal gifted education in our public schools across the state and nation."

"Instructional aides (not just one-on-ones), coaching cycles, not just a two-minute chat in the halls, and paid planning time for curriculum development would make staff feel empowered and valued."

"Staff evaluations feel formulaic. I think a portfoliobased evaluation process would be more meaningful and philosophically aligned. As with students, this would focus on growth above minimum standards."



## TACMO OPPORTUNITIES

- Clearly define opportunities and pathways for career advancement and increased leadership within the organization
- Increase use of data-informed instruction that engages students as drivers of their education
- Deepen staff competency in instructional strategies and support (special education to GATE)

"I would like to continue teaching, but I would also like to pursue my masters and be a resource teacher or literacy coach in the future."

"I would love to one day be in an administrative position, leading our special education and intervention departments."

"I think it's time to grow in our academic excellence. I hope leaders can spend less time on systems and processes and spend more time on digging into student learning data and ensuring we are driving instructional improvement in our teachers and aides."

"I hope our instructional staff will deepen their understanding of and use of gifted education strategies so that all believe it is an effective tool to address the achievement gap and overcome the limiting effects of poverty."



## **TACMO OPPORTUNITIES**

- Increase staff community and communication across sites (e.g. celebrations, annual retreat) and between sites and the charter management administration (e.g. feedback opportunities, shared decision-making)
- Strengthen connectedness across the TACMO schools for enhanced student experience (scholarly competition, K-8 buddies, school traditions)
- Re-focus student projects, learning opportunities, and programs (e.g. Spanish instruction K-8, environmental, music, sports)
- Improve brand awareness and strengthen community presence (local, county, state)
- Increase number of thought partners for external-facing opportunities and resource exchange (e.g. Diverse Coalition for Charter Schools, universities and colleges, corporations, GATE organizations, Central Valley charter school alliance)
- Utilize local district partners (e.g. Visalia Unified School District) and community businesses and organizations for technology upgrades

"If we had more ongoing inclusive input and decision making processes, we could be less reactive to issues as they arise and more proactive about addressing the needs of students."

"Until we dispel common myths about us such as we are a private school, we will never have the support we need and we deserve from external communities. We need to educate the general public."



# **SVA OPPORTUNITIES**

- Re-evaluate scheduling and organization of extra-curricular activities
- ♦ Pilot social skills groups, peer mediation, and counseling

## **BOA OPPORTUNITIES**

- ♦ Reach full capacity K-8
- ♦ Formalize new curriculum and approach to close the achievement gap through GATE instructional strategies



## TACMO THREATS

- ♦ Ability to deliver a comprehensive and rigorous program with finite resources
- Dependence on founding superintendent and identifying successor
- Vulnerability of charter school leaders to unexpected and time-intensive legal and compliance changes and management issues
- Long-term financial sustainability and financial commitments (e.g. increasing minimum wage, pension contributions)
- ♦ External focus on standardized test scores as primary performance indicator
- ♦ Unknown political climate (district, county, state-wide)
- ♦ Long-term facility agreements

"Ruth has set the bar incredibly high. The superintendent leads a team of incredible people who will look to him/her for guidance, both verbally and by way of example."

"I didn't expect that so much of my energy would need to be expended to simply continue to exist and maintain. Constantly changing state requirements, organizational growth and development needs, authorization politics, human resource issues, student special education or discipline issues that randomly arise, etc. have diminished my ability to assist with the program fine-tuning and staff feedback and coaching."



## TACMO THREATS

- Sustained middle school enrollment and school competition (newer facilities, program offerings)
- ♦ Environmental concerns inhibiting school experience (air quality, water, access to shade)
- Increased gun violence in schools and feelings of safety and security
- ♦ Inconsistent understanding of the definition of a charter school (parent community and general public)

## **SVA THREATS**

♦ Accessibility of school location (distance from city center)

## **BOA THREATS**

♦ Teacher and staff sustainability

# **Theory of Change**

Learners equipped with intellectual curiosity, emotional intelligence, and problem-solving skills will transform communities

|                        | Families  | Students  | Teachers & Staff  | TACMO Leaders  |
|------------------------|---|---|---|--|
| • FOUNDATION           | Enlist families as partners<br>who strengthen the<br>connection between home,<br>school, and community  | Deliver gifted education that is accessible and accelerates cognitive and personal development for all  | Recruit, develop, and retain knowledgeable, highly capable, and passionate educators who drive the learning process   | Promote leaders who manage organizational sustainability and inspire continuous improvement of TACMO and the public  |
|                        |   |   |   | education system   |
| :                      | <u> </u>  | <u> </u>  | · · · · · · · · · · · · · · · · · · ·   | <u> </u>   |
| • APPROACH             | Provide families with resources and trainings to further their child's learning and development  Create opportunities for families to share their talents and resources | Enrich instruction and learning with depth and complexity, differentiation, and scaffolding  Support students to explore their interests and solve real-life challenges through PBL, community service, and unique learning opportunities | Provide all staff with individualized coaching, professional development, and clear pathways  Empower teachers to design and lead classroom instruction supported by guiding frameworks | Sustain high quality staff<br>and manage efficiency of<br>resources and facilities<br>Provide opportunities<br>for other school leaders<br>to experience TACMO's<br>approach |
|                        |   |   |   |  |
| SHORT-TERM<br>OUTCOMES | Students experience<br>personal bests and develop<br>a self-perpetuating love of<br>learning  | Students become collaborative problem solvers who use conflict resolution and critical thinking to better their   | All educators foster collaboration, innovation, and transformation amongst students and other educators   | More students have access to the TACMO educational experience of responsive and intellectually stimulating instruction   |
|                        |   | community   |   |  |
| LONG-TERM<br>OUTCOMES  |   | and enriching educational exper   | ommunity that provides rigorous<br>iences that challenge and support<br>ests and realize new opportunities  |  |



# **Strategic Planning Committee**



#### **Gina Ananian**

Parent, Blue Oak Academy

#### Erin Andersen

Board of Directors; Parent, Sycamore Valley Academy

#### **Allan Benton**

Principal, Sycamore Valley Academy; Parent, Sycamore Valley Academy

#### Shauna Dolin

Human Resources & Admin Specialist; Parent, Sycamore Valley Academy

#### **Ruth Dutton**

Superintendent; Parent, Sycamore Valley Academy

#### **Edgar Galindo**

Parent, Blue Oak Academy

#### Cristina Johnson

Intervention Coach, Blue Oak Academy; Parent, Sycamore Valley Academy

#### **Bryce Jones**

Risk Management Consultant, BBSI

### Shannon Maskal

Instructional Aide; Parent, Sycamore Valley Academy

#### **Heather Rocha**

Vice Principal, Sycamore Valley Academy

#### **Harold Rollin**

Board of Directors; Parent, Sycamore Valley Academy

#### Frank Ruiz

Parent, Sycamore Valley Academy

#### **Andrew Sommer**

7th-8th Grade Teacher, Sycamore Valley Academy; Parent, Sycamore Valley Academy

#### **Dana Stinson**

Principal, Blue Oak Academy Parent, Sycamore Valley Academy

#### Donya Wheeler

Incoming 2019-2020 Superintendent

#### Kimberly Zepeda

Risk Management Consultant, BBSI







# **Subcommittee Participants**



#### **Gina Ananian**

Parent, Blue Oak Academy

#### **Allan Benton**

Principal;

Parent, Sycamore Valley Academy

#### Gloria Cazarez

Teacher, Blue Oak Academy

#### Erika Chan

Teacher;

Parent, Sycamore Valley Academy

### Jennifer Denham

Instructional Coach;

Parent, Sycamore Valley Academy

#### Shauna Dolin

Human Resources & Admin Specialist; Parent, Sycamore Valley Academy

#### **Ruth Dutton**

Superintendent;

Parent, Sycamore Valley Academy

#### Erica Galindo

Instructional Aide:

Parent, Blue Oak Academy

#### **Daniel Huecker**

Community Member; Superintendent, ERCLC

#### Cristina Johnson

Intervention;

Coach, Blue Oak Academy

#### **Katrina Lewis**

Teacher;

Parent, Sycamore Valley Academy

#### **Shannon Maskal**

Instructional Aide;

Parent, Sycamore Valley Academy

#### **Corey Morse**

Educational Specialist;

Future Vice Principal, Blue Oak Academy

#### Heather Rocha

Vice Principal, Sycamore Valley Academy

#### **Harold Rollin**

Board of Directors;

Parent, Sycamore Valley Academy







# **Subcommittee Participants**



### Lupita Sanchez

Administration Assistant; Parent, Blue Oak Academy

## **Andrew Sommer**

7th-8th Grade Teacher, Sycamore Valley Academy; Parent, Sycamore Valley Academy

#### **Dana Stinson**

Principal, Blue Oak Academy Parent, Sycamore Valley Academy

## Claudia Van Groningen

Operations Director

#### **Tina Weeaks**

Teacher; Parent, Blue Oak Academy

## Kimberly Zepeda

Risk Management Consultant, BBSI







# Enc. No. 5



# The Academies Charter Management Organization

The Academies Charter

Management Organization

Donya Ball
Superintendent
dball@theacademiescharters.org
559.622.3236

Reference: 20200904-144330011

Prepared: September 4, 2020 Expires: October 16, 2020 Prepared by: John Applegate

john@boardable.com

+1 (317) 506-7904

#### **Comments from John Applegate**

Anticpated start date of October 16th, 2020. 2 year term up for renewal October 16th, 2022

#### **Products & Services**

| Item & Description  | Quantity | Unit Price | Total                     |
|---|----------|------------|---------------------------|
| Professional Plan License 2year<br>2 year license, Includes 10 Users.                 | 1        | \$4,776.00 | \$4,776.00<br>for 2 years |
| 5 additional users Professional plan<br>2year<br>Professional plan 5 additional users | 1        | \$720.00   | \$720.00<br>for 2 years   |

#### Subtotals

One-time subtotal \$5,496.00

#### Other Fees

Multiyear discount -\$1,099.20

#### **Purchase Terms**

This Order Form is executed by and between Board Management Software, Inc. ("Boardable") and the undersigned Customer. This Order Form includes and incorporates Boardable's terms and conditions, available here: <a href="https://www.Boardable.com/terms">https://www.Boardable.com/terms</a> ("Terms"). The Terms contain, among other things, warranty disclaimers, liability limitations and use limitations, and Customer represents and warrants that it has reviewed the Terms, and hereby agrees to the Terms, as of the Contract Effective Date set forth herein.

Customer orders the following Services:

#### **Definitions**

"Account" means each individual branded software account that contains a certain number of users.

"Users" means the number of end-users (board members, committee members, ...) in each account.

Boardable is an internet-based software application, which provides a platform for organizations to manage their board communication, documents, committees, and related governance details.

Total Cost: Outlined in Current Quote

Contract Effective Date: Date of Signed Agreement

| Signature    | Date |  |
|--------------|------|--|
|              |      |  |
| Printed name |      |  |

#### Questions? Contact me



John Applegate john@boardable.com +1 (317) 506-7904

Boardable 6219 Guilford Ave Indianapolis, IN 46220 United States

# Enc. No. 6

# Plan to Expand In-Person Targeted Intervention and Instructional Supports for Small Groups/Cohorts

Which students can be served in cohorts during school closures?

"The determination is made at the LEA- and school-level based on the needs of students. Students with disabilities should be prioritized by the LEA and school for receiving targeted supports and services." (Started 9/28)

"In addition, English learners, students at higher risk of further learning loss or not participating in distance learning, students at risk of abuse or neglect, foster youth and students experiencing homelessness may also be prioritized."

(Proposed Start 10/26)

## I. TACMO Identification of Subgroups

#### **Blue Oak Academy**

- 1. English Language Learners (ELPAC)- 17
- 2. Students at higher risk of further learning loss (MAP Literacy & Math)- 20
- 3. Students not participating in distance learning (Teacher Engagement Report)-16
- 4. Abuse/Neglect (Admin Knowledge, Teacher Report, School Psychologist)-14
- 5. Homelessness (Parent Report/Student Information System)-1
- 6. Foster Youth (Student Information System)-o

#### **Total: 68 students identified (23%)**

#### **Sycamore Valley Academy**

- 1. English Language Learners (ELPAC)- 10
- 2. Students at higher risk of further learning loss (MAP Literacy & Math)- 70
- 3. Students not participating in distance learning (Teacher Engagement Report)-17
- 4. Abuse/Neglect (Admin Knowledge, Teacher Report, School Psychologist)- 8
- 5. Homelessness (Parent Report/Student Information System)- 3
- 6. Foster Youth (Student Information System)-2

#### **Total: 110 students identified (28%)**

# II. Proposed Cohort Schedules

# Blue Oak Academy

| Cohort | Seats | Days         | Time         |
|--------|-------|--------------|--------------|
| A      | 15    | M-Th         | 8:15-3:30    |
| В      | 15    | M-Th         | 8:15-2:00    |
| С      | 15    | M/T/W        | 8:15-2:00    |
| D      | 15    | Th/Fr        | 8:15-2:00    |
| Е      | 7     | Undetermined | Undetermined |

# Sycamore Valley Academy

| Cohort | Seats | Days     | Time      |
|--------|-------|----------|-----------|
| A      | 8-14  | M/T      | 8:30-4:30 |
| В      | 8-14  | W/Th/Fr  | 8:30-4:30 |
| С      | 8-14  | M/T      | 8:30-12   |
| D      | 8-14  | W/Th/Fri | 8:30-12   |
| Е      | 8-14  | M/T      | 1:00-4:30 |
| F      | 8-14  | W/Th/Fri | 1:00-4:30 |

#### III. Curriculum and Instruction

#### **Blue Oak Academy**

- 1. Core Academic Teacher Instruction Support
- 2. Enrichment Instruction Support
- 3. Digital Personalized Curriculum

Mindplay-Virtual Coach

**Edgenuity Pathblazer** 

Dreambox

Lexia- (digital and paper resources)

- 4. Expeditionary Learning Intervention Resources
- 5. Fetzer's Strategies
- 6. Goalbook
- 7. Heggerty Phonemic Awareness
- 8. \*Exploring Quick Reads

#### **Sycamore Valley Academy**

- 1. Core Academic Teacher Instruction
- Small group Zoom Targeted instruction w/ Reading Specialist and/or Math Specialist
- 3. Lexia for reading support (paper support)
- 4. Zearn for Intervention (Foundational guidance and materials)
- 5. Additional PE time
- 6. Additional Art/Music instruction

## III. Additional Staffing Needs

## **Blue Oak Academy**

1. No additional instructional aides needed due to two aide vacancies not filled during distance learning

## **Sycamore Valley Academy**

1. 2 additional instructional aides needed beyond the previously approved budget. The updated financial forecast is provided in the monthly financial report.

# Enc. No. 7

| For T      | COE Office Use |
|------------|----------------|
| Vendor #   |                |
| Req. #     |                |
| PO#        |                |
| Contract # | 210073         |
|            |                |

#### **AGENCY AGREEMENT**

THIS AGREEMENT, is entered into between the Tulare County Superintendent of Schools, referred to as SUPERINTENDENT and The Academies Charter Management Organization, referred to as DISTRICT.

#### ACCORDINGLY, IT IS AGREED:

- 1. **TERM:** This Agreement shall become effective as of August 1, 2020 and shall expire on June 30, 2021.
- 2. SERVICES: SUPERINTENDENT shall provide services as set forth: (See attached Exhibit for details. The Exhibit is made part of this Agreement by reference.)

  Provide a qualified staff member(s) pursuant to Education Code section 44872, 44267.5 and 44877 to perform supervision of the District licensed vocational nurse and for health/school nursing services including:
  - Conducting medical case finding, screening and referral activities related to health defects of pupils.
  - Referring parents of pupils needing medical care or welfare assistance to appropriate resources.
  - Conducting a program directed toward the control of communicable diseases in the school and community.
  - Serving as a health education resource person to staff and pupils.
- 3. COST OF SERVICES: DISTRICT agrees to pay SUPERINTENDENT the sum of \$19,544.00 for Health/School Nursing services and supervision services of the DISTRICT licensed vocational nurse for 20 days as provided in this Agreement. Salary and benefits are estimated and will be adjusted to actual costs.
  - Pay all mileage directly to the staff member(s) for travel from the SUPERINTENDENT'S central office to the assigned areas and back to SUPERINTENDENT'S central office.
  - Allow staff member(s) time to attend professional conferences associated with the services provided to the DISTRICT.
- 4. **METHOD OF PAYMENT:** District agrees to pay SUPERINTENDENT for Health/School Nursing services and supervision of the District licensed vocational nurse as provided in this Agreement. Pursuant to Education Code section 1752, SUPERINTENDENT shall transfer this sum from the funds of DISTRICT to the County School Service Fund after **March 1, 2021.**
- 5. INDEMNIFICATION: SUPERINTENDENT and DISTRICT shall hold each other harmless, defend and indemnify their respective agents, officers and employees from and against any liability, claims, actions, costs, damages or losses of any kind, including death or injury to any person and/or damage to property, arising out of the activities of SUPERINTENDENT or DISTRICT or their agents, officers and employees under this Agreement. This indemnification shall be provided by each party to the other party regarding its own activities undertaken pursuant to this Agreement, or as a result of the relationship thereby created, including any claims that may be made against either party by any taxing authority asserting that an employer-employee relationship exists by reason of this Agreement, or any claims made against either party alleging civil rights violations by such party under Government Code section 12920 et seq. (California Fair Employment and Housing Act). This indemnification obligation shall continue beyond the term of this Agreement as to any acts or omissions occurring under this Agreement or any extension of this Agreement.
- **TERMINATION:** Either party may terminate this Agreement without cause by giving thirty (30) calendar days advance written notice to the other party.

Agency Agreement – Page 2

**THE PARTIES**, having read and considered the above provisions, indicate their agreement by their authorized signatures below.

**DISTRICT** 

The Academies Charter Management Organization P.O. Box 1189

Visalia, CA 93279

**SUPERINTENDENT** 

Tim A. Hire, County Superintendent of Schools

**Business Services** 

Tulare County Office of Education

P.O. Box 5091

Visalia CA 93278-5091

| Bv: |  |
|-----|--|
| 2   |  |

Date:

Bv:

y: 1/10/2020

**TCOE Program Information** 

Contact Person and Phone No.: Nan Arnold, Program Manager, (559) 651-0130 ext. 3710

Division: Instructional Services

Program Title: School Health Programs

Budget Number: 010-00040-0-000000-000000-86770-0-0-0

Please return an original copy to: Tulare County Office of Education

ATTN: Elizabeth Sisk, Business Services Secretary

P.O. Box 5091

Visalia, CA 93278-5091