



The Cottonwood School

Regular Scheduled Board Meeting

Date and Time

Tuesday June 15, 2021 at 6:00 PM PDT

Location

7006 Rossmore Lane
El Dorado Hills, CA 95762

Zoom Link: <https://zoom.us/j/95747874461>

Meeting ID: 957 4787 4461

Join by Phone: (669) 900-6833

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance		Teresa Lyday Selby	1 m
B. Call the Meeting to Order		Teresa Lyday Selby	2 m
C. Public Comments Limited to Closed Session Agenda Items Only			4 m
D. Closed Session	Discuss	Cindy Garcia	50 m
PUBLIC EMPLOYEE PERFORMANCE EVALUATION			
Title: Executive Director			
E. Announcement of Any Action Taken in Closed Session	Discuss	Teresa Lyday Selby	3 m
II. Open Session -- Opening Items			7:00 PM

	Purpose	Presenter	Time
A. Approval of the Agenda	Vote	Teresa Lyday Selby	1 m
B. Public Comments	FYI		3 m
C. Approve Minutes - April Special	Approve Minutes	Teresa Lyday Selby	2 m
D. Approve Minutes - April Regular	Approve Minutes	Teresa Lyday Selby	2 m
E. Approve Minutes - May Regular	Approve Minutes	Teresa Lyday Selby	2 m
F. Executive Director's Report	FYI	Cindy Garcia	10 m
III. Finance			7:20 PM
A. Discussion and Potential Action on the May Financials	Vote	Darlington Ahaawe	10 m
B. 2021-2022 Cottonwood Budget	Vote	Darlington Ahaawe	10 m
C. Local Control and Accountability Plan (LCAP) & Budget Overview for Parents (BOP)	Vote	Ann Buxton	5 m
D. Discussion on Board Agenda Bids	Discuss	Ann Buxton	5 m
E. Discussion and Potential Action on ConApp	Vote	Ann Buxton	5 m
IV. Operations			7:55 PM
A. Discussion and Potential Action on CharterSAFE Insurance Plan	Vote	Cindy Garcia	5 m
V. Governance			8:00 PM
A. Discussion and Potential Action on the Certification of Signatures for Charters	Vote	Ann Buxton	5 m
The EDCOE is requesting a Certification of Signatures. The Certification of Signatures for Charters is for those directly responsible for school finance, the Executive Director and the Business Manager.			
B. Discussion and Potential Action on the 2021-2022 Board Calendar	Vote	Ann Buxton	5 m
VI. Closing Items			8:10 PM
A. Board of Directors Comments & Requests	Discuss		3 m
B. Announcement of the Next Regular Scheduled Board Meeting	FYI	Dr. Norman Lorenz	1 m
July 27, 2021			

	Purpose	Presenter	Time
	<ul style="list-style-type: none"> • Closed Session: 6:00 p.m. • Open Session: 7:00 p.m. 		
C. Adjourn Meeting	Vote	Teresa Lyday Selby	1 m

Public comment rules: Members of the public may address the Board on agenda or non-agenda items through the teleconference platform, Zoom. Zoom does not require the members of the public to have an account or login. Please either utilize the chat option to communicate with the administrative team your desire to address the board or simply communicate orally your desire to address the board when the board asks for public comments. Members of the public are permitted to comment on both non-agenda item matters and agenda item matters when public comment is called. Speakers may be called in the order that requests are received. We ask that comments are limited to 2 minutes each, with no more than 15 minutes per single topic so that as many people as possible may be heard. If a member of the public utilizes a translator to address the board, those individuals are allotted 4 minutes each. If the board utilizes simultaneous translation equipment in a manner that allows the board to hear the translated public testimony simultaneously, those individuals are allotted 2 minutes each. By law, the Board is allowed to take action only on items on the agenda. The Board may, at its discretion, refer a matter to school staff or calendar the issue for future discussion.

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Cover Sheet

Approve Minutes - April Special

Section:	II. Open Session -- Opening Items
Item:	C. Approve Minutes - April Special
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Special Board Meeting on April 29, 2021



The Cottonwood School

Minutes

Special Board Meeting

Date and Time

Thursday April 29, 2021 at 5:00 PM

Join Zoom Meeting

<https://zoom.us/j/92809562116>

Meeting ID: 928 0956 2116

Join by Phone: +1 669 900 6833

Directors Present

Christine Cordero (remote), Deb Hibbard (remote), Donna Huckleby (remote), Dr. Norman Lorenz (remote), Teresa Lyday Selby (remote)

Directors Absent

None

Guests Present

Ann Buxton (remote), Bryanna Brossman (remote), Cindy Garcia (remote), Dr. Amanda Johnson (remote), Lisa Corr (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Dr. Norman Lorenz called a meeting of the board of directors of The Cottonwood School to order on Thursday Apr 29, 2021 at 5:03 PM.

C. Approval of the Agenda

Deb Hibbard made a motion to approve the agenda.
Teresa Lyday Selby seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Public Comments

None.

E. Closed Session Conference with Legal Counsel - Existing & Anticipated Litigation

The Board entered into closed session at 5:05 pm.

F. Announcement of Any Action Taken in Closed Session

The Board returned to open session at 5:29 pm

The Board reported out that no action was taken in closed session, and that the Board gave further delegation power to legal.

II. Closing Items

A. Board of Directors Comments & Requests

None.

B. Announcement of Next Regular Scheduled Board Meeting

The Board announced the next regular scheduled Board Meeting for May 18, 2021 at 6:00 pm for closed session and 7:00 pm for open session.

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:30 PM.

Respectfully Submitted,
Dr. Norman Lorenz

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meeting so every reasonable effort can be made to accommodate you. (Government Code § 54954.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. § 12132)).

Cover Sheet

Approve Minutes - April Regular

Section: II. Open Session -- Opening Items
Item: D. Approve Minutes - April Regular
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Regular Scheduled Board Meeting on April 20, 2021



The Cottonwood School

Minutes

Regular Scheduled Board Meeting

Date and Time

Tuesday April 20, 2021 at 6:00 PM

Location

7006 Rossmore Lane
El Dorado Hills, CA 95762

Zoom Link: <https://zoom.us/j/95747874461>

Meeting ID: 957 4787 4461

Join by Phone: (669) 900-6833

Directors Present

Christine Cordero (remote), Deb Hibbard (remote), Dr. Norman Lorenz (remote), Teresa Lyday Selby (remote)

Directors Absent

None

Guests Present

Ann Buxton (remote), Christie Thomas (remote), Cindy Garcia (remote), Dianne Curtis (remote), Dr. Amanda Johnson (remote), Jodiann Beeson (remote), Kathy Fagundo (remote), Kirsten Graat (remote), Lisa Corr (remote), Magan Nelson (remote), Maria Obolonchnik (remote), Paul Minney (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Dr. Norman Lorenz called a meeting of the board of directors of The Cottonwood School to order on Tuesday Apr 20, 2021 at 6:01 PM.

C. Public Comments

No public comments

D. Closed Session Conference with Legal Counsel - Existing & Anticipated Litigation

Teresa Lyday Selby made a motion to recess to closed session at 6:05pm.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Teresa Lyday Selby Aye

Christine Cordero Aye

Dr. Norman Lorenz Aye

Deb Hibbard Aye

E. Announcement of Any Action Taken in Closed Session

The board returned from closed session at 7:34 pm. No action taken but direction given to counsel. Board will reconvene at 7:40.

II. Open Session - Opening Items

A. Approval of the Agenda

Deb Hibbard made a motion to approve the agenda.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Deb Hibbard Aye

Dr. Norman Lorenz Aye

Christine Cordero Aye

Teresa Lyday Selby Aye

B. Public Comments

No public comments.

C. Approve Minutes

Christine Cordero made a motion to approve the minutes from Regular Scheduled Board Meeting on 03-16-21.

Dr. Norman Lorenz seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye

Christine Cordero Aye

Deb Hibbard Aye

Teresa Lyday Selby Aye

D. Executive Director's Report

Cindy Garcia presented the Executive Director's report.

1. Student Spotlight

◦ Kennedy (Kindergarten, Homeschool) – Koala Report

◦ Ruben (1st grade, Homeschool) – Excavator Model and Hydraulics Report

◦ Kylie Peason (10th grade, Site-based High School)

2. Thanks to Elaine, Melissa, Jodiann

3. Hiring 42 new staff

4. Kara Parkins
5. Sarah Tuold – SpEd nearly fully staffed for next year
 - New Director of Special Education – Holly Phillips
6. Dianne Curtis – Community Updates
7. Homeschool High School and Jr. High School program – BOOST
 - In process of hiring coordinator
8. Recruiting teachers
9. BOOST – designed to go along side curriculum that families are using, give extension activities
10. Amy Frydenland – Curriculum
 - Hiring 5 new staff
 - Procurify training
 - Refining vendor lists for 21-22
 - IT coming in house – 7th Dimension
11. LCAP survey 95% positive feedback
12. Testing Update
 - Granted permission to use local assessment – STAR assessment
 - Hoping for 95% participation
13. Stacy Close – English Learner Reclassification Criteria Change

III. Finance

A. Discussion and Potential Action on the 2019-2020 Audit

Deb Hibbard made a motion to approve the 2019-2020 Audit as presented by Kevin Sproul.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Christine Cordero Aye
Dr. Norman Lorenz Aye
Teresa Lyday Selby Aye
Deb Hibbard Aye

B. Discussion and Potential Action on the March Financials

Deb Hibbard made a motion to approve the March financials as presented by Darlington Ahaiwe,.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Teresa Lyday Selby Aye
Christine Cordero Aye
Deb Hibbard Aye
Dr. Norman Lorenz Aye

C. Discussion and Potential Action on the 2021-2022 Salary Schedule

Christine Cordero made a motion to approve the 2021-2022 Salary Schedule as revised and presented by Cindy Garcia.

Dr. Norman Lorenz seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye
Teresa Lyday Selby Aye
Deb Hibbard Aye
Christine Cordero Aye

IV. Operations

A. Presentation by Gallagher: 2021 Employee Benefits Proposal Updates

Sarah Galbraith from Gallagher presented the 2021 Employee Benefits Proposal.

B. Discussion and Potential Action on a New 2021-2022 Vendor Contract

Deb Hibbard made a motion to approve the new 2021-2022 Vendor Contract.

Teresa Lyday Selby seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Deb Hibbard Aye

Dr. Norman Lorenz Aye

Christine Cordero Aye

Teresa Lyday Selby Aye

V. Academic Excellence

A. Discussion and Potential Action on the English Language Learner

Reclassification Plan

Dr. Norman Lorenz made a motion to approve the updated English Language Learner Reclassification Plan.

Deb Hibbard seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Christine Cordero Aye

Deb Hibbard Aye

Teresa Lyday Selby Aye

Dr. Norman Lorenz Aye

VI. Governance

A. Discussion and Potential Action Interview & Selection of New Board Member

Dr. Lorenz explained the system that would be used to interview and select a new board member. The Board then interviewed the candidates one at a time.

Christine Cordero made a motion to thank Donna and Selima for interviewing and going through the process and to nominate Donna Huckleby to serve as the next Board Member of the Cottonwood School.

Teresa Lyday Selby seconded the motion.

Donna Huckleby stated she was humbled and honored to accept the position.

The board **VOTED** to approve the motion.

Roll Call

Teresa Lyday Selby Aye

Dr. Norman Lorenz Aye

Christine Cordero Aye

Deb Hibbard Aye

Donna Huckleby took the Board Oath as administered by Cindy Garcia.

VII. Closing Items

A. Board of Directors Comments & Requests

Thanks to Cindy Garcia and Jodiann Beeson for positive growth and change from Spring of 2020 to Spring of 2021.

B. Announcement of the Next Regular Scheduled Board Meeting

Next Board Meeting is May 18, 2021

- Closed Session: 6:00 p.m.
- Open Session: 7:00 p.m.

C. Adjourn Meeting

Dr. Norman Lorenz made a motion to adjourn the meeting at 10:00pm.

Teresa Lyday Selby seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Deb Hibbard Aye

Dr. Norman Lorenz Aye

Teresa Lyday Selby Aye

Christine Cordero Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:00 PM.

Respectfully Submitted,

Dr. Norman Lorenz

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Cover Sheet

Approve Minutes - May Regular

Section: II. Open Session -- Opening Items
Item: E. Approve Minutes - May Regular
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Regular Scheduled Board Meeting on May 18, 2021



The Cottonwood School

Minutes

Regular Scheduled Board Meeting

Date and Time

Tuesday May 18, 2021 at 6:00 PM

Location

7006 Rossmore Lane
El Dorado Hills, CA 95762

Zoom Link: <https://zoom.us/j/95747874461>

Meeting ID: 957 4787 4461

Join by Phone: (669) 900-6833

Directors Present

Christine Cordero (remote), Deb Hibbard (remote), Donna Huckleby (remote), Dr. Norman Lorenz (remote), Teresa Lyday Selby (remote)

Directors Absent

None

Guests Present

Ann Buxton (remote), Cindy Garcia (remote), Dr. Amanda Johnson (remote), Jodiann Beeson (remote), Kaela Haydu (remote), Kathy Fagundo (remote), Kimmi Buzzard, Kirsten Graat (remote), Lisa Corr (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Dr. Norman Lorenz called a meeting of the board of directors of The Cottonwood School to order on Tuesday May 18, 2021 at 6:02 PM.

C. Public Comments

No public comments.

D. Closed Session Conference with Legal Counsel - Existing & Anticipated Litigation

The board entered public session at 6:05pm.

The board returned from closed session at 6:46pm.

E. Announcement of Any Action Taken in Closed Session

No actions were taken. The board received information from legal counsel and gave authorizations.

II. Open Session - Opening Items

A. Approval of the Agenda

Donna Huckleby made a motion to approve the Agenda.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Deb Hibbard Aye

Teresa Lyday Selby Aye

Donna Huckleby Aye

Christine Cordero Aye

Dr. Norman Lorenz Aye

B. Public Comments

No public comments.

C. Approve Minutes

Item was tabled.

D. Executive Director's Report

Cindy Garcia presented the Executive Director's report.

1. Student Spotlight
 - Thomas Campbell and Emilie Campbell (Homeschool students), musical presentation
2. Site-based High School presentation by principal, Jodiann Beeson, and teachers
 - Driven by student interest
 - Presentation of a Crime Scene project that encompassed all disciplines
 - Montessori-Inspired, interdisciplinary curricula and project-based
3. Enrollment – full with wait list
4. Testing
 - Currently 65% participation/completion
 - Goal is 95% participation
 - Reaching out to families with explanation of importance of testing results and participation.
 - Master agreements with families in process
 - Ordering to begin shortly
5. Dianne Curtis – Community

- Welcome New Families
- Community Connection
 - 1. Kindergarten Promotion
 - 2. 8th grade Promotion
- Parent Advisory Committee
- 6. Amy Frydenland – Curriculum
 - Vendor Services – will resume in-person opportunities in 2021-2022
 - Program development – RISE and BOOST, staffin
- 7. Kara Tupy – RISE (Relmagine-Strive-Elevate)
 - High school and Jr. High
 - Inclusive across all abilities and language
- 8. Ann Buxton – LCAP explanation

****NOTE by Dr. Lorenz:** Postpone approval of April minutes to June as they were not in board packet.

III. Academic Excellence

A. SELPA Master Contract and Individual Services Agreement (ISA)

Deb Hibbard made a motion to approve the SELPA Master Contract and Individual Services Agreement (ISA).

Dr. Norman Lorenz seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Deb Hibbard Aye
Dr. Norman Lorenz Aye
Donna Huckleby Aye
Christine Cordero Aye
Teresa Lyday Selby Aye

B. Discussion and Potential Action on the Parent Engagement Policy

Teresa Lyday Selby made a motion to approve the Parent Engagement Policy.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye
Deb Hibbard Aye
Teresa Lyday Selby Aye
Donna Huckleby Aye
Christine Cordero Aye

C. Discussion and Potential Action on the Independent Study Policy

Ann Buxton wrote it together with Parent Advisory Committee

Dr. Norman Lorenz made a motion to approve the Independent Study Policy.

Donna Huckleby seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye
Deb Hibbard Aye
Donna Huckleby Aye
Christine Cordero Aye
Teresa Lyday Selby Aye

IV. Finance

A. Discussion and Potential Action on the April Financials

Deb Hibbard made a motion to approve the April Financials as presented by Darlington Ahaiwe.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye

Donna Huckleby Aye

Teresa Lyday Selby Aye

Deb Hibbard Aye

Christine Cordero Aye

B. Discussion and Potential Action on the Adoption of CalSTRS Pension2 403(b) Deferred Compensation Plan

Deb Hibbard made a motion to approve the Adoption of CalSTRS Pension2 403(b) Deferred Compensation Plan.

Teresa Lyday Selby seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye

Teresa Lyday Selby Aye

Donna Huckleby Aye

Christine Cordero Aye

Deb Hibbard Aye

C. Public Hearing on the LCAP & Budget Overview for Parents (BOP)

Ann Buxton explained the BOP and LCAP and invited members of the public to comment. There were no public comments.

D. Discussion and Potential Action on the Expanded Learning Grant

Donna Huckleby made a motion to approve the Expanded Learning Grant.

Dr. Norman Lorenz seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Donna Huckleby Aye

Dr. Norman Lorenz Aye

Teresa Lyday Selby Aye

Deb Hibbard Aye

Christine Cordero Aye

E. Stipend Chart Discussion and Potential Action.

Dr. Norman Lorenz made a motion to approve the updated Stipend Chart.

Christine Cordero seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Dr. Norman Lorenz Aye

Donna Huckleby Aye

Teresa Lyday Selby Aye

Deb Hibbard Aye

Christine Cordero Aye

V. Operations

A. Executive Director Evaluation Process

Dr. Lorenz asked for two board members to assist him in the Executive Director evaluation process.

Teresa Lyday-Selby and Christine Cordero will work with Dr. Lorenz.

VI. Governance

A. Board Calendar for 2021-2022

Ann Buxton presented a draft 2021-2022 Board calendar with the Board for discussion with meetings on the 4th Tuesday of the month.

VII. Closing Items

A. Board of Directors Comments & Requests

No board comments or requests.

B. Announcement of the Next Regular Scheduled Board Meeting

Next meeting is June 15, 2021 at 6pm closed session and 7pm regular meeting.

C. Adjourn Meeting

Donna Huckleby made a motion to adjourn the meeting at 8:19pm.

Dr. Norman Lorenz seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Donna Huckleby Aye

Teresa Lyday Selby Aye

Christine Cordero Aye

Deb Hibbard Aye

Dr. Norman Lorenz Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:30 PM.

Respectfully Submitted,
Dr. Norman Lorenz

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Cover Sheet

Executive Director's Report

Section:	II. Open Session -- Opening Items
Item:	F. Executive Director's Report
Purpose:	FYI
Submitted by:	
Related Material:	ED Report.pdf

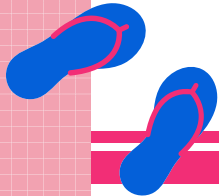


Welcome, Summer!

The Cottonwood School Board Meeting 6/15/21

NEW WEBSITES!

www.cottonwoodk12.org



www.cottonwoodhs.org

Community Events

Family Support Office Hours

**Mondays 10am-12pm
during June**

Community Cafe

June 16 2-3pm

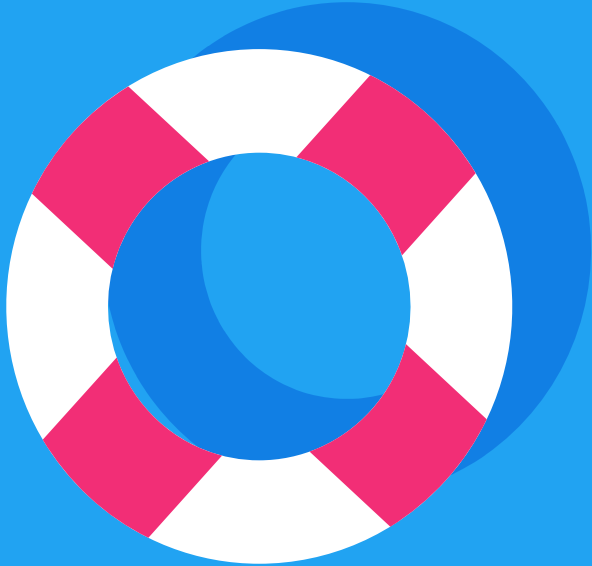
Enrichment Returns Park Day

**June 18 10am-12pm
Castle Park, Folsom**

Wednesday Weekly

Shared bi-weekly during summer

Updates



TCS Emails

- Transitioned current Cottonwood emails
- All current staff and various departments
- Staff moving to TCS from SG
- New staff added as hired

Procurify

- All students added as MAs archived
- Parents able to create orders for 21-22
- Purchasing team updating vendors and monitoring
- Continue to add new students as MAs are processed

Master Agreements/ Enrollment

1,700 Completed MAs!

Importance of MAs:

- Completes enrollment process
- Updates Procurify & aids the flow of order processing
- Generates SSID #

Summer HSTs

Handbook

We have a Home School Teacher putting the finishing touches on our Homeschool teacher handbook.

Ordering

Summer HST's were hired to approve orders during the summer so our teachers can rest!

Our HST's Currently!



Upcoming



Aug 2	First Day back to work
Aug 6	Lending Library Ribbon Cutting
Aug 9–11	Professional Development & Site Based First Day of School
Aug 16	First Day of school for Homestudy
Aug 20	Grand Opening Celebration at LL

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images by Freepik.



THANK YOU!
Board Members!
We appreciate
you volunteering
your time...

Cover Sheet

Discussion and Potential Action on the May Financials

Section: III. Finance
Item: A. Discussion and Potential Action on the May Financials
Purpose: Vote
Submitted by:
Related Material: Cottonwood_Financial Package_May 2021.pdf

BACKGROUND:

Monthly financial report through May 2021



The Cottonwood School

Monthly Financial Presentation – May 2021

COTTONWOOD - Highlights

- Year-end revenue projections increased by \$13k.
- Year-end expense projections increased by \$8k.
- Year-end surplus projected at \$1.797MM.
- Senate Bill-740 Requirements:

- 40/80 Expense Ratio ✓

Cert.	Instr.
51.2%	79.2%
2,717,496	(173,370)

- 25:1 Pupil-Teacher ratio ✓

Pupil:Teacher Ratio
21.09 :1

COTTONWOOD - Revenue

- **Other Local Revenue-** Accounts Receivable Sale Discount Donation (Charter School Capital).

Revenue

	<i>Year-to-Date</i>			<i>Annual/Full Year</i>		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
State Aid-Rev Limit	\$ 15,461,796	\$ 15,244,794	\$ 217,002	\$ 21,973,683	\$ 22,001,905	\$ (28,222)
Federal Revenue	152,867	236,478	(83,611)	1,371,008	288,646	1,082,362
Other State Revenue	1,491,679	1,445,290	46,390	2,210,152	1,953,214	256,938
Other Local Revenue	25,266	-	25,266	25,266	-	25,266
Total Revenue	\$ 17,131,608	\$ 16,926,562	\$ 205,047	\$ 25,580,110	\$ 24,243,766	\$ 1,336,344

COTTONWOOD - Expenses

- **Facilities:** Increase in projected Facility *Maintenance* Expense.

Expenses

	Year-to-Date		
	Actual	Budget	Fav/(Unf)
Certificated Salaries	\$ 8,467,943	\$ 8,607,681	\$ 139,738
Classified Salaries	344,143	314,194	(29,949)
Benefits	2,530,604	2,765,569	234,965
Books and Supplies	3,485,905	2,368,923	(1,116,982)
Subagreement Services	3,391,428	3,864,892	473,465
Operations	263,829	99,183	(164,646)
Facilities	106,729	110,825	4,096
Professional Services	1,944,102	2,215,365	271,263
Depreciation	90	12,742	12,652
Interest	107,406	347,482	240,075
Total Expenses	\$ 20,642,179	\$ 20,706,855	\$ 64,676

	Annual/Full Year		
	Forecast	Budget	Fav/(Unf)
Certificated Salaries	\$ 9,275,544	\$ 9,406,116	\$ 130,572
Classified Salaries	381,350	342,758	(38,592)
Benefits	2,772,900	3,017,979	245,079
Books and Supplies	4,300,754	3,024,541	(1,276,213)
Subagreement Services	3,858,990	4,665,083	806,093
Operations	287,451	108,200	(179,251)
Facilities	120,971	120,900	(71)
Professional Services	2,676,310	2,594,921	(81,389)
Depreciation	1,248	13,900	12,652
Interest	107,406	347,482	240,075
Total Expenses	\$ 23,782,924	\$ 23,641,878	\$ (141,046)

COTTONWOOD - Fund Balance

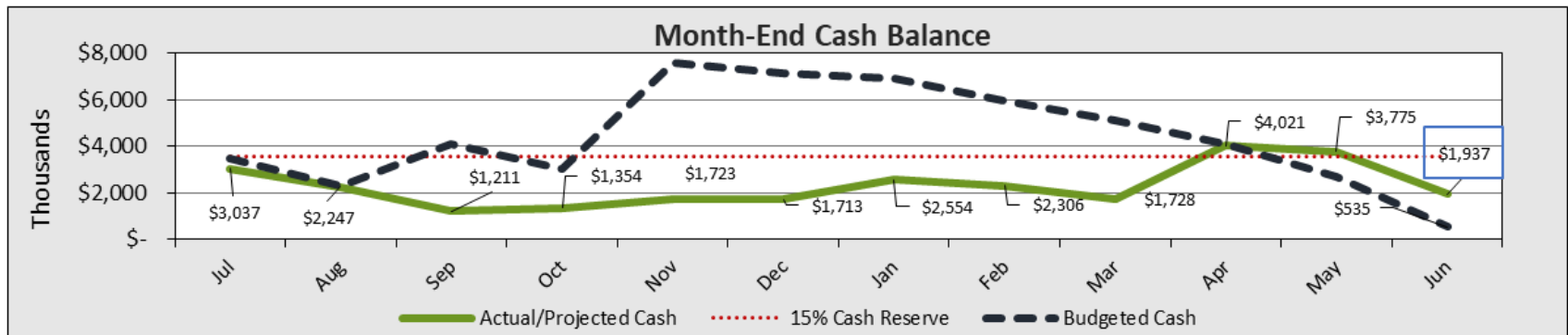
- No material change in projected surplus.

	<i>Year-to-Date</i>		
	Actual	Budget	Fav/(Unf)
Total Surplus(Deficit)	\$ (3,510,571)	\$ (3,780,294)	\$ 269,723
Beginning Fund Balance	<u>1,756,719</u>	<u>1,756,719</u>	
Ending Fund Balance	<u>\$ (1,753,851)</u>	<u>\$ (2,023,574)</u>	
<i>As a % of Annual Expenses</i>	-7.4%	-8.6%	

	<i>Annual/Full Year</i>		
	Forecast	Budget	Fav/(Unf)
	\$ 1,797,185	\$ 601,888	\$ 1,195,297
	<u>1,756,719</u>	<u>1,756,719</u>	
	<u>\$ 3,553,905</u>	<u>\$ 2,358,607</u>	
	14.9%	10.0%	

COTTONWOOD- Cash Balance

- Year-end cash balance projected at \$1.9MM.
- Cash balance remains at positive levels through fiscal year close.



COTTONWOOD - Appendix

- Monthly Cash Flow / Forecast 20-21
- Budget vs. Actual
- Statement of Financial Position
- Statement of Cash Flows
- Check Register
- AP Aging
- Due-To/Due-From Balance

The Cottonwood School

Monthly Cash Flow/Forecast FY20-21

Revised 6/6/2021

ADA = 2425.60



Revenues

State Aid - Revenue Limit

8011	LCFF State Aid	-	857,979	857,979	1,544,362	1,544,362	1,544,362	1,544,362	1,544,362	709,572	347,465	334,566	320,365	6,009,844
8012	Education Protection Account	-	-	-	121,280	-	-	121,280	-	-	120,474	-	-	122,086
8019	State Aid - Prior Year	-	-	-	-	-	-	-	-	(23,115)	(11,855)	(9,986)	-	-
8096	In Lieu of Property Taxes	-	262,436	524,873	349,915	349,915	-	699,830	349,915	888,731	444,366	444,366	306,176	(246,584)
		-	1,120,415	1,382,852	2,015,557	1,894,277	1,544,362	2,365,472	1,894,277	1,575,188	900,450	768,946	626,541	5,885,346

Federal Revenue

8181	Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	-	57,729	230,917
8296	Other Federal Revenue	-	-	142,272	-	-	10,595	-	-	-	-	-	929,495	-
		-	-	142,272	-	-	10,595	-	-	-	-	-	987,224	230,917

Other State Revenue

8311	State Special Education	-	73,066	73,066	131,520	131,520	263,040	131,520	61,814	38,845	30,491	30,095	120,995	384,548
8560	State Lottery	-	-	-	-	-	-	136,574	-	-	133,190	-	-	212,930
8598	Prior Year Revenue	-	-	-	-	-	-	3,449	-	(9,752)	-	-	-	-
8599	Other State Revenue	-	-	-	-	-	142,272	14,955	3,267	51,029	-	-	-	-
		-	73,066	73,066	131,520	131,520	457,030	286,498	65,081	80,122	163,681	30,095	120,995	597,478

Other Local Revenue

8660	Interest Revenue	-	-	-	-	-	-	1,255	-	-	54	-	-	-
8980	Contributions, Unrestricted	-	-	-	-	-	-	-	-	-	-	23,957	-	-
		-	-	-	-	-	-	1,255	-	-	54	23,957	-	-

Total Revenue

		-	1,193,481	1,598,190	2,147,077	2,025,797	2,011,987	2,653,225	1,959,358	1,655,310	1,064,185	822,998	1,734,760	6,713,742
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Expenses

Certificated Salaries

1100	Teachers' Salaries	551,283	550,290	579,013	551,640	547,743	556,505	547,663	541,692	525,473	512,310	514,737	515,313	-
1175	Teachers' Extra Duty/Stipends	8,875	25,359	62,484	60,181	66,868	62,429	63,816	63,776	75,224	67,151	70,109	80,389	-
1200	Pupil Support Salaries	69,989	76,886	66,161	83,986	84,521	104,977	105,034	105,034	104,634	104,734	103,934	104,584	-
1300	Administrators' Salaries	33,367	33,500	33,500	33,500	39,078	44,799	44,310	64,670	95,554	92,044	93,120	86,120	-
1900	Other Certificated Salaries	9,470	27,923	25,315	27,923	28,193	21,194	21,194	21,194	21,194	21,194	21,194	21,194	-
		672,985	713,958	766,473	757,230	766,403	789,904	782,017	796,367	822,079	797,434	803,095	807,601	-

Classified Salaries

2200	Support Salaries	22,820	25,313	23,798	23,798	23,364	25,220	25,220	22,300	29,070	42,262	47,413	31,734	-
2300	Classified Administrators' Salaries	-	-	-	-	-	-	-	-	-	-	977	-	-
2400	Clerical and Office Staff Salaries	-	-	-	-	-	5,473	5,473	5,221	5,473	5,473	5,473	5,473	-
		22,820	25,313	23,798	23,798	23,364	30,693	30,693	27,521	34,544	47,735	53,863	37,207	-

Benefits

3101	STRS	107,542	113,294	120,962	120,276	109,832	125,193	123,893	126,365	129,566	126,494	127,029	134,012	-
3301	OASDI	1,357	1,458	1,391	1,391	1,364	1,818	1,818	1,594	2,001	2,791	3,207	2,701	-
3311	Medicare	9,705	10,304	11,051	10,917	11,050	11,497	11,383	11,545	11,926	11,721	11,949	12,656	-
3401	Health and Welfare	60,908	92,556	78,303	80,206	81,074	84,865	82,994	84,160	81,057	77,277	82,452	77,500	-
3501	State Unemployment	5,841	1,663	43	68	133	13,821	25,939	(7,555)	1,456	1,505	1,029	3,210	-
3601	Workers' Compensation	10,352	6,951	3,162	6,757	24	13,514	6,757	6,757	6,757	6,756	6,757	12,219	-
3901	Other Benefits	-	-	-	-	-	45	-	(3,486)	-	56,023	-	-	-
		195,705	226,225	214,912	219,615	203,477	250,754	252,784	219,379	232,764	282,567	232,423	242,297	-

Books and Supplies

4302	School Supplies	74,110	286,336	283,240	301,353	141,769	186,912	236,091	328,529	484,685	431,341	164,033	251,086	-
4305	Software	7,511	38,020	42,333	21,031	12,326	86,973	37,882	12,603	13,629	10,606	9,329	18,458	-
4310	Office Expense	-	325	604	1,252	1,209	169	36	170	5,574	3,026	4,632	3,342	-
4311	Business Meals	-	-	-	-	-	-	-	-	-	-	-	58	-
4400	Noncapitalized Equipment	-	4,327	18,300	6,331	23,209	24,426	38,692	245	15,772	124,209	2,756	541,905	-
		81,621	329,008	344,477	329,967	178,514	298,480	312,700	341,546	519,660	569,182	180,750	814,849	-

Subagreement Services

5102	Special Education	8,350	7,814	23,156	87,037	148,106	149,550	47,878	75,586	196,648	66,182	42,789	51,792	-
5105	Security	-	-	-	-	-	-	-	-	-	-	-	17	-
5106	Other Educational Consultants	15,602	35,141	74,164	140,441	89,297	124,251	152,437	149,000	223,838	252,331	146,988	255,603	-
5107	Instructional Services	102,017	102,540	102,278	102,278	102,278	102,278	102,278	102,278	102,278	102,278	112,062	160,151	-
		125,969	145,495	199,598	329,756	339,680	376,079	302,593	326,865	522,764	420,790	301,838	467,562	-

Operations and Housekeeping

5201	Auto and Travel	-	-	101	-	-	-	37	-	-	-	178	708	-
5300	Dues & Memberships	-	225	4,800	-	-	-	-	-	470	-	-	67	-
5400	Insurance	6,650	17,004	27,358	17,004	-	34,008	17,004	17,004	17,005	17,020	17,005	21,255	-
5502	Janitorial Services	-	-	1,500	3,024	1,602	1,500	1,500	1,500	1,500	1,561	1,500	1,533	-
5900	Communications	-	-	-	605	(605)	2,120	8,715	11,480	4,636	10,835	6,263	-	-
5901	Postage and Shipping	-	825	87	1,411	4,393	2,226	2,428	86	125	69	71	58	-
		6,650	18,054	33,847	22,044	5,390	39,854	29,683	30,070	23,736	29,485	25,016	23,622	-

Facilities, Repairs and Other Leases

5601	Rent	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	14,500	14,500	12,167	-
5602	Additional Rent	-	-	-	-	-	-	-	-	-	1,834	-	-	-
5603	Equipment Leases	-	-	-	-	-	-	-	-	-	-	-	58	-
5604	Other Leases	-	-	-	(937)	-	-	-	-	-	-	-	808	-
5610	Repairs and Maintenance	-	-	-	(1,520)	-	-	-	-	-	8,025	7,327	1,208	-

Annual Forecast

		17,159,580.34	17,159,583	(3)
		485,120.00	485,120	-
		(44,956.00)	-	(44,956)
		4,373,938.94	4,357,202	16,737
		21,973,683.28	22,001,905	(28,222)
		288,646.40	288,646	-
		1,082,362.00	-	1,082,362
		1,371,008.40	288,646	1,082,362
		1,470,520.00	1,470,520	-
		482,694.40	482,694	-
		(6,303.24)	-	(6,303)
		211,523.00	-	211,523
		2,210,152.16	1,953,214	256,938
		1,309.09	-	1,309
		23,957.00	-	23,957
		25,266.09	-	25,266
		25,580,109.93	24,243,766	1,336,344
		6,493,662.30	6,734,728	241,066
		706,660.19	875,515	168,854
		1,114,476.14	741,487	(372,989)
		693,562.10	400,500	(293,062)
		267,183.28	653,886	386,703
		9,275,544.01	9,406,116	130,572
		342,311.87	342,758	446
		976.70	-	(977)
		38,061.47	-	(38,061)
		381,350.04	342,758	(38,592)
		1,464,457.22	1,730,725	266,268
		22,889.34	21,251	(1,638)
		135,703.79	141,359	5,655
		963,352.16	922,500	(40,852)
		47,152.65	65,660	18,507
		86,763.06	136,484	49,721
		52,582.26	-	(52,582)
		2,772,900.47	3,017,979	245,079
		3,169,484.84	1,962,068	(1,207,416)
		310,700.60	221,500	(89,201)
		20,337.77	40,100	19,762
		58.33	700	642
		800,172.19	800,172	-
		4,300,753.74	3,024,541	(1,276,213)
		904,888.31	621,500	(283,388)
		16.67	200	183
		1,659,092.01	2,816,042	1,156,950
		1,294,993.07	1,227,341	(67,652)
		3,858,990.05	4,665,083	806,093
		1,024.54	8,500	7,475
		5,561.67	800	(4,762)
		208,316.58	79,800	(128,517)
		16,720.47	18,400	1,680
		44,047.70	-	(44,048)
		11,779.85	700	(11,080)
		287,450.82	108,200	(179,251)
		104,166.67	96,000	(8,167)
		1,834.00	-	(1,834)
		58.33	700	642
		(128.33)	9,700	9,828
		15,040.21	14,500	(540)

The Cottonwood School
Monthly Cash Flow/Forecast FY20-21

Revised 6/6/2021

ADA = 2425.60

Professional/Consulting Services

5801 IT
5802 Audit & Taxes
5803 Legal
5804 Professional Development
5805 General Consulting
5806 Special Activities/Field Trips
5807 Bank Charges
5808 Printing
5809 Other taxes and fees
5810 Payroll Service Fee
5811 Management Fee
5812 District Oversight Fee
5814 SPED Encroachment
5815 Teacher

Depreciation

6900 Depreciation Expense

Interest

7438 Interest Expense

Total Expenses

Monthly Surplus (Deficit)

Cash Flow Adjustments

Monthly Surplus (Deficit)

Cash flows from operating activities

Depreciation/Amortization

Public Funding Receivables

Grants and Contributions Rec.

Prepaid Expenses

Other Assets

Accounts Payable

Accrued Expenses

Deferred Revenue

Cash flows from investing activities

Cash flows from financing activities

Proceeds from Factoring

Payments on Factoring

Payments on Debt

Total Change in Cash

Cash, Beginning of Month

Cash, End of Month

Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals
7,000	7,000	7,000	4,543	7,000	7,000	7,000	7,000	7,000	24,359	21,827	14,242	-
-	-	-	-	-	793	248	-	248	-	-	58	-
-	-	-	-	-	-	-	-	-	6,750	-	-	-
-	50,411	28,509	36,620	20,742	13,901	9,508	15,032	13,914	19,589	20,353	25,000	-
-	144	4,919	1,280	800	486	(310)	415	555	552	320	158	-
-	1,000	25,809	27,763	16,808	29,978	29,435	23,939	31,695	23,785	17,930	20,144	-
-	269	-	-	4,726	13,137	16,722	24,588	23,096	20,784	57,432	31,475	-
585	1,026	930	1,084	964	872	786	788	906	836	930	280	-
-	-	-	-	-	-	-	-	-	-	-	50	-
-	-	1,500	115	2,178	7,197	-	34	75	5,055	2,958	60	-
331	2,232	1,080	2,019	1,177	1,150	1,321	2,114	1,644	1,245	2,370	1,406	-
138,748	135,253	134,992	134,317	138,924	140,149	138,892	139,624	140,357	140,624	158,089	151,470	-
-	-	-	-	-	-	(440,373)	18,943	119,212	9,123	7,789	6,265	498,777
3,062	-	-	-	-	-	-	-	-	-	-	-	(3,062)
-	-	-	-	2,494	-	13	243	171	3,056	222	125	-
142,726	190,335	197,739	203,197	188,812	207,663	(243,756)	225,720	331,875	231,398	268,394	236,492	495,715
1,261	1,261	(2,521)	-	-	-	-	-	-	-	90	1,158	-
1,261	1,261	(2,521)	-	-	-	-	-	-	-	90	1,158	-
155	155	155	155	155	155	155	5,112	775	75,704	24,732	-	-
155	155	155	155	155	155	155	5,112	775	75,704	24,732	-	-
1,256,890	1,656,803	1,785,478	1,890,305	1,712,794	2,000,582	1,473,870	1,979,580	2,495,196	2,478,655	1,912,027	2,645,030	495,715
(1,256,890)	(463,322)	(187,288)	256,772	313,003	11,405	1,179,355	(20,222)	(839,885)	(1,414,470)	(1,089,029)	(910,270)	6,218,027
(1,256,890)	(463,322)	(187,288)	256,772	313,003	11,405	1,179,355	(20,222)	(839,885)	(1,414,470)	(1,089,029)	(910,270)	6,218,027
1,261	1,261	(2,521)	-	-	-	-	-	-	-	90	1,158	-
2,682,652	375,282	-	-	-	-	478,304	(61,814)	61,814	-	-	-	(6,713,742)
(1,414,308)	-	551,704	656,698	252	-	-	-	-	-	-	-	-
(204,841)	(112,797)	(45,284)	110,558	-	(4,013)	(30,038)	1,086	15,907	11,587	(78,136)	-	-
(100,000)	-	-	-	-	-	(5,000)	(85,187)	-	-	-	-	-
(68,421)	(160,810)	(570,324)	44,098	260,091	107,181	(348,367)	(83,750)	324,599	(131,992)	(52,206)	-	495,715
15,582	215,816	(148,211)	3,490	(203,795)	28,143	(418,591)	9,137	(123,176)	36,604	220,549	-	-
-	-	10,595	187,650	-	(152,867)	(14,955)	(13,019)	(17,404)	-	774,197 (21,603)	(929,495)	-
-	-	-	-	-	-	-	-	3,789,900	-	-	-	-
-	(645,100)	(645,100)	(1,116,574)	-	-	-	-	-	-	-	-	-
155	155	155	155	155	155	155	5,112	775	775	775	-	-
(344,810)	(789,516)	(1,036,274)	142,848	369,706	(9,995)	840,864	(248,657)	(577,371)	2,292,404	(245,364)	(1,838,607)	-
3,381,345	3,036,535	2,247,020	1,210,746	1,353,594	1,723,300	1,713,304	2,554,168	2,305,511	1,728,141	4,020,544	3,775,180	-
3,036,535	2,247,020	1,210,746	1,353,594	1,723,300	1,713,304	2,554,168	2,305,511	1,728,141	4,020,544	3,775,180	1,936,573	-



Annual Forecast	Revised Budget Total	Favorable / (Unfav.)
120,970.89	120,900	(71)
1,347.63	700	(648)
6,750.00	-	(6,750)
253,577.96	65,000	(188,578)
9,318.92	1,900	(7,419)
248,285.14	55,730	(192,555)
192,230.77	106,690	(85,541)
9,988.03	3,220	(6,768)
50.00	575	525
19,172.47	690	(18,482)
18,088.36	17,253	(836)
1,691,438.86	1,681,607	(9,832)
219,736.83	660,057	440,320
-	-	-
6,324.76	1,500	(4,825)
2,676,309.73	2,594,921	(81,389)
1,248.34	13,900	12,652
1,248.34	13,900	12,652
107,406.38	347,482	240,075
107,406.38	347,482	240,075
23,782,924.47	23,641,878	(141,046)
1,797,185.46	601,888	1,195,297
7.56%		
1,797,185.46		
1,248.34		
(3,177,503.60)		
(205,653.55)		
(335,969.64)		
(190,187.16)		
(184,186.34)		
(364,450.45)		
(155,298.00)		
3,789,900.00		
(2,406,774.00)		
8,520.38		

Cert.	Instr.
51.2%	79.2%
2,717,496	(173,370)

Pupil:Teacher Ratio	
21.09	:1

The Cottonwood School**Budget vs Actual****For the period ended May 31, 2021**

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Revenues							
State Aid - Revenue Limit							
LCFF Revenue	\$ 334,566	\$ 463,309	\$ (128,743)	\$ 10,829,371	\$ 11,136,569	\$ (307,198)	\$ 17,159,583
Education Protection Account	-	-	-	363,034	363,840	(806)	485,120
State Aid: Prior Year	(9,986)	-	(9,986)	(44,956)	-	(44,956)	-
In Lieu of Property Taxes	444,366	306,409	137,957	4,314,347	3,744,384	569,963	4,357,202
Total State Aid - Revenue Limit	768,946	769,718	(772)	15,461,796	15,244,794	217,002	22,001,906
Federal Revenue							
Federal Special Education - IDEA	-	26,084	(26,084)	-	236,478	(236,478)	288,646
Other Federal Revenue	-	-	-	152,867	-	152,867	-
Total Federal Revenue	-	26,084	(26,084)	152,867	236,478	(83,611)	288,646
Other State Revenue							
State Special Education - AB602	30,095	132,886	(102,791)	964,977	1,204,747	(239,770)	1,470,520
Mandate Block Grant	-	-	-	51,718	-	51,718	-
State - State Lottery	-	-	-	269,765	240,542	29,222	482,694
Prior Year Revenue	-	-	-	(6,303)	-	(6,303)	-
State - Other State Revenue	-	-	-	211,523	-	211,523	-
Total Other State Revenue	30,095	132,886	(102,791)	1,491,679	1,445,290	46,390	1,953,214
Other Local Revenue							-
Interest Revenue	-	-	-	1,309	-	1,309	-
Contributions, Unrestricted	23,957	-	23,957	23,957	-	23,957	-
Total Other Local Revenue	23,957	-	23,957	25,266	-	25,266	-
Total Revenues	\$ 822,998	\$ 928,688	\$ (105,690)	\$ 17,131,608	\$ 16,926,562	\$ 205,047	\$ 24,243,766
Expenses							
Certificated Salaries							
Certificated Teachers' Salaries	\$ 514,737	\$ 561,227	\$ 46,490	\$ 5,978,349	\$ 6,173,501	\$ 195,152	\$ 6,734,728
Certificated Teachers' Extra Duties/Stipends	70,109	87,551	17,443	626,271	787,963	161,692	875,515
Certificated Pupil Support Salaries	103,934	61,791	(42,144)	1,009,892	679,696	(330,195)	741,487
Certificated Supervisors' and Administrators' Sa	93,120	33,375	(59,745)	607,442	367,125	(240,317)	400,500
Other Certificated Salaries	21,194	54,491	33,296	245,989	599,396	353,407	653,886
Total Certificated Salaries	803,095	798,435	(4,660)	8,467,943	8,607,681	139,738	9,406,116
Classified Salaries							
Classified Support Salaries	47,413	28,563	(18,849)	310,578	314,194	3,616	342,758
Classified Supervisors' and Administrators' Sala	977	-	(977)	977	-	(977)	-
Clerical, Technical, and Office Staff Salaries	5,473	-	(5,473)	32,588	-	(32,588)	-
Total Classified Salaries	53,863	28,563	(25,299)	344,143	314,194	(29,949)	342,758
Benefits							
State Teachers' Retirement System, certificated	127,029	146,912	19,883	1,330,446	1,583,813	253,368	1,730,725
OASDI/Medicare/Alternative, certificated positi	3,207	1,771	(1,436)	20,189	19,480	(709)	21,251
Medicare certificated positions	11,949	11,991	42	123,048	129,367	6,319	141,359
Health and Welfare Benefits, certificated positi	82,452	76,875	(5,577)	885,852	845,625	(40,227)	922,500
State Unemployment Insurance, certificated po	1,029	3,283	2,254	43,943	62,377	18,434	65,660
Workers' Compensation Insurance, certificated	6,757	11,578	4,821	74,544	124,906	50,362	136,484
Other Benefits, certificated positions	-	-	-	52,582	-	(52,582)	-
Total Benefits	232,423	252,410	19,988	2,530,604	2,765,569	234,965	3,017,979
Books & Supplies							
School Supplies	164,033	175,574	11,541	2,918,399	1,511,898	(1,406,501)	1,962,068
Software	9,329	18,458	9,130	292,242	203,042	(89,201)	221,500
Office Expense	4,632	3,342	(1,290)	16,996	36,758	19,762	40,100
Business Meals	-	58	58	-	642	642	700
Noncapitalized Equipment	2,756	71,603	68,847	258,267	616,583	358,316	800,172
Total Books & Supplies	180,750	269,036	88,286	3,485,905	2,368,923	(1,116,982)	3,024,541
Subagreement Services							
Special Education	42,789	51,792	9,002	853,097	569,708	(283,388)	621,500
Security	-	17	17	-	183	183	200
Other Educational Consultants	146,988	251,992	105,004	1,403,489	2,169,938	766,450	2,816,042
Instructional Services	112,062	102,278	(9,783)	1,134,842	1,125,062	(9,780)	1,227,341
Total Subagreement Services	301,838	406,078	104,240	3,391,428	3,864,892	473,465	4,665,083
Operations & Housekeeping							
Auto and Travel Expense	178	708	530	316	7,792	7,475	8,500
Dues & Memberships	-	67	67	5,495	733	(4,762)	800
Insurance	17,005	6,650	(10,355)	187,062	73,150	(113,912)	79,800

The Cottonwood School***Budget vs Actual*****For the period ended May 31, 2021**

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Janitorial/Trash Removal	1,500	1,533	33	15,187	16,867	1,679	18,400
Communications	6,263	-	(6,263)	44,048	-	(44,048)	-
Postage and Shipping	71	58	(12)	11,722	642	(11,080)	700
Total Operations & Housekeeping	25,016	9,017	(16,000)	263,829	99,183	(164,646)	108,200
Facilities, Repairs & Other Leases							
Rent	14,500	8,000	(6,500)	92,000	88,000	(4,000)	96,000
Additional Rent	-	-	-	1,834	-	(1,834)	-
Equipment Leases	-	58	58	-	642	642	700
Other Leases	-	808	808	(937)	8,892	9,828	9,700
Repairs and Maintenance	7,327	1,208	(6,119)	13,832	13,292	(540)	14,500
Total Facilities, Repairs & Other Leases	21,827	10,075	(11,752)	106,729	110,825	4,096	120,900
Professional/Consulting Services							
IT	-	58	58	1,289	642	(648)	700
Audit and Tax	-	-	-	6,750	-	(6,750)	-
Legal	20,353	5,417	(14,936)	228,578	59,583	(168,995)	65,000
Professional Development	320	158	(162)	9,161	1,742	(7,419)	1,900
General Consulting	17,930	4,644	(13,286)	228,141	51,086	(177,055)	55,730
Special Activities	57,432	9,547	(47,885)	160,755	82,211	(78,544)	106,690
Bank Charges	930	280	(650)	9,708	2,940	(6,768)	3,220
Printing	-	50	50	-	525	525	575
Other Taxes and Fees	2,958	60	(2,898)	19,112	630	(18,482)	690
Payroll Service Fee	2,370	1,438	(932)	16,683	15,815	(868)	17,253
Management Fee	158,089	140,134	(17,955)	1,539,968	1,541,473	1,504	1,681,607
District Oversight Fee	7,789	23,092	15,302	(285,305)	457,344	742,649	660,057
SELPA Fees	-	-	-	3,062	-	(3,062)	-
Public Relations	222	125	(97)	6,200	1,375	(4,825)	1,500
Total Professional/Consulting Services	268,394	185,003	(83,391)	1,944,102	2,215,365	271,263	2,594,921
Depreciation							
Depreciation Expense	90	1,158	1,068	90	12,742	12,652	13,900
Total Depreciation	90	1,158	1,068	90	12,742	12,652	13,900
Interest							
Interest Expense	24,732	-	(24,732)	107,406	347,482	240,075	347,482
Total Interest	24,732	-	(24,732)	107,406	347,482	240,075	347,482
Total Expenses	\$ 1,912,027	\$ 1,959,775	\$ 47,748	\$ 20,642,179	\$ 20,706,855	\$ 64,676	\$ 23,641,878
Change in Net Assets	(1,089,029)	(1,031,087)	(57,942)	(3,510,571)	(3,780,293)	269,723	601,888
Net Assets, Beginning of Period	(664,823)			1,756,719			
Net Assets, End of Period	\$ (1,753,851)			\$ (1,753,851)			

The Cottonwood School

Statement of Financial Position

May 31, 2021

	Current Balance	Beginning Year Balance	YTD Change	YTD % Change
Assets				
Current Assets				
Cash & Cash Equivalents	\$ 3,775,180	\$ 3,381,345	\$ 393,835	12%
Accounts Receivable	26,496	1,465,569	(1,439,072)	-98%
Public Funding Receivables	-	3,536,238	(3,536,238)	-100%
Factored Receivables	(3,789,900)	(4,051,500)	261,600	-6%
Due To/From Related Parties	320,152	320,152	-	0%
Prepaid Expenses	371,397	35,427	335,970	948%
Total Current Assets	703,326	4,687,231	(3,983,906)	-85%
Long-Term Assets				
Property & Equipment, Net	21,513	-	21,513	0%
Deposits	303,243	113,056	190,187	168%
Total Long Term Assets	324,757	113,056	211,701	187%
Total Assets	\$ 1,028,082	\$ 4,800,287	\$ (3,772,205)	-79%
Liabilities				
Current Liabilities				
Accounts Payable	\$ 289,640	\$ 969,541	\$ (679,901)	-70%
Accrued Liabilities	780,082	1,144,532	(364,450)	-32%
Deferred Revenue	774,197	-	774,197	0%
Notes Payable, Current Portion	92,950	92,950	-	0%
Total Current Liabilities	1,936,868	2,207,023	(270,155)	-12%
Long-Term Liabilities				
Notes Payable, Net of Current Portion	845,065	836,545	8,520	1%
Total Long-Term Liabilities	845,065	836,545	8,520	1%
Total Liabilities	2,781,934	3,043,568	(261,634)	-9%
Total Net Assets	(1,753,851)	1,756,719	(3,510,571)	-200%
Total Liabilities and Net Assets	\$ 1,028,082	\$ 4,800,287	\$ (3,772,205)	-79%

The Cottonwood School

Statement of Cash Flows

For the period ended May 31, 2021

	Month Ended 05/31/21	YTD Ended 05/31/21
Cash Flows from Operating Activities		
Change in Net Assets	\$ (1,089,029)	\$ (3,510,571)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	90	90
Decrease/(Increase) in Operating Assets:		
Public Funding Receivables	-	3,536,238
Grants, Contributions & Pledges Receivable	-	1,177,472
Prepaid Expenses	(78,136)	(335,970)
Other Assets	-	(190,187)
(Decrease)/Increase in Operating Liabilities:		
Accounts Payable	(52,206)	(679,901)
Accrued Expenses	220,549	(364,450)
Deferred Revenue	774,197	774,197
Total Cash Flows from Operating Activities	(224,535)	406,918
Cash Flows from Investing Activities		
Purchase of Property & Equipment	(21,603)	(21,603)
Total Cash Flows from Investing Activities	(21,603)	(21,603)
Cash Flows from Financing Activities		
Proceeds from (payments on) Long-Term Debt	775	8,520
Total Cash Flows from Financing Activities	775	8,520
Change in Cash & Cash Equivalents	(245,364)	393,835
Cash & Cash Equivalents, Beginning of Period	4,020,544	3,381,345
Cash and Cash Equivalents, End of Period	\$ 3,775,180	\$ 3,775,180

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
12849	Voice Academy, LLC	5/18/2021	VOID
13652	Oak Meadow Inc.	5/28/2021	VOID
13690	California Academic Decathlon	5/10/2021	VOID
13733	Singapore Math, Inc.	5/19/2021	VOID
13744	A Brighter Child, Inc	5/6/2021	\$ 3,242.67
13745	A1 Driving School, Inc	5/6/2021	125.00
13746	Activities for Learning Inc.	5/6/2021	43.50
13747	Alina Kuchik	5/6/2021	1,220.00
13748	All About Learning Press, Inc.	5/6/2021	625.20
13749	Art of Problem Solving	5/6/2021	156.20
13750	Assiya Kistanova	5/6/2021	900.00
13751	Beautiful Feet Books, Inc.	5/6/2021	271.50
13752	Bitsbox	5/6/2021	260.55
13753	BookShark	5/6/2021	727.68
13754	Brave Writer LLC	5/6/2021	646.35
13755	BrightThinker	5/6/2021	2922.62
13756	BYU Independent Study	5/6/2021	1,377.00
13757	Capital City Vision Therapy	5/6/2021	1,140.00
13758	Christine Land	5/6/2021	222.00
13759	Crafty School Crates	5/6/2021	378.93
13760	Daniel Muallem	5/6/2021	562.50
13761	Desiree Harris	5/6/2021	170.00
13762	Dragonfire Farm	5/6/2021	800.00
13763	eat2explore	5/6/2021	476.90
13764	Eaton Interpreting Services, Inc.	5/6/2021	4,172.50
13765	Educational Development Corporation	5/6/2021	730.76
13766	Elite Studio of Dance	5/6/2021	82.50
13767	Encore Music Center	5/6/2021	110.00
13768	Equine Unlimited Inc.	5/6/2021	980.00
13769	First Choice Tutoring	5/6/2021	1,620.00
13770	Hawkins School of Performing Arts	5/6/2021	179.00
13771	Home Science Tools	5/6/2021	622.26
13772	Honest History Co	5/6/2021	279.00
13773	Huntington Learning Center	5/6/2021	189.00
13774	Institute for Excellence in Writing	5/6/2021	172.55
13775	CONFIDENTIAL	5/6/2021	421.24
13776	Jennifer Neufeld	5/6/2021	220.00
13777	K3 Syncopation, LLC	5/6/2021	513.00
13778	Karen Reed	5/6/2021	180.00
13779	Kim Snow's Music Studio	5/6/2021	50.00
13780	Kovars, Inc - Waterman	5/6/2021	1,755.00
13781	Lakeshore	5/6/2021	3,141.45
13782	Law Offices of Young, Minney & Corr, LLP	5/6/2021	1,410.00
13783	Learning Without Tears	5/6/2021	146.92
13784	Leighton Dance Project	5/6/2021	610.00
13785	Linda Reams	5/6/2021	120.00
13786	Logic of English	5/6/2021	224.48
13787	Margaret Johnson	5/6/2021	850.00
13788	Math-U-See Inc.	5/6/2021	429.00
13789	McColgan & Assocaites Inc	5/6/2021	1,691.30
13790	MEL Science U.S. LLC	5/6/2021	628.20
13791	Miyagi Gymnastics Academy	5/6/2021	80.00
13792	Monica Zarate	5/6/2021	180.00
13793	MoxieBox Art, Inc	5/6/2021	178.98
13794	Ms. Kitty's Sewing & Enrichment Services	5/6/2021	455.00
13795	Music Bloom School of Music	5/6/2021	304.00

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Check Number	Vendor Name	Check Date	Check Amount
13796	Music To Grow On, Music Therapy Services, INC	5/6/2021	120.00
13797	Nicole Corrine McClanahan	5/6/2021	676.00
13798	Oak Meadow Inc.	5/6/2021	1,225.40
13799	Provenance	5/6/2021	375,357.59
13800	Rainbow Resource Center	5/6/2021	2,171.87
13801	Rocklin Music Academy	5/6/2021	2,022.50
13802	Roseville Community School	5/6/2021	840.00
13803	Sacramento Bronze Art Foundry	5/6/2021	650.00
13804	Sean Bianco	5/6/2021	175.00
13805	Sierra Pediatric Therapy Clinic	5/6/2021	375.00
13806	Silicon Valley High School Inc	5/6/2021	190.00
13807	Singapore Math, Inc.	5/6/2021	63.28
13808	Six Bar Ranch	5/6/2021	1,190.00
13809	Slava Swim - Viacheslav Shyrshov	5/6/2021	1,845.00
13810	Souza's Tutoring Tools	5/6/2021	700.00
13811	Specialized Therapy Services, Inc.	5/6/2021	1,691.25
13812	Stephanie Morris	5/6/2021	565.00
13813	TalkBox.Mom, Inc	5/6/2021	315.49
13814	Tamraloo Music	5/6/2021	3,800.00
13815	Tatyana Tirziu	5/6/2021	1,665.00
13816	Teacher Synergy, LLC	5/6/2021	5.00
13817	Teaching Textbooks	5/6/2021	490.25
13818	The Critical Thinking Co.	5/6/2021	187.40
13819	The Curiosity Collective	5/6/2021	925.00
13820	Timberdoodle.com	5/6/2021	2,308.66
13821	Viktoria Dzhumara	5/6/2021	120.00
13822	Vista Child Therapy	5/6/2021	712.50
13823	Vitaliy Gulegin	5/6/2021	990.00
13824	Voice Academy, LLC	5/6/2021	640.00
13825	Y Corporation dba Mathnasium	5/6/2021	405.00
13826	Solano County Office of Education	5/10/2021	92.86
13827	Kovars, Inc - Waterman	5/13/2021	195.00
13828	8x8 Inc.	5/14/2021	504.07
13829	A Brighter Child, Inc	5/14/2021	1,660.02
13830	Absolute Mathematics	5/14/2021	75.00
13831	All Star Gymnastics	5/14/2021	143.10
13832	Aloha Dancers	5/14/2021	165.00
13833	Andrea Kunkel	5/14/2021	17.00
13834	CONFIDENTIAL	5/14/2021	30.00
13835	Anna Vavrynyuk	5/14/2021	686.68
13836	Arabic Homeschool	5/14/2021	386.00
13837	Beautiful Feet Books, Inc.	5/14/2021	334.77
13838	Becker Academy of Guitar	5/14/2021	175.00
13839	Brandy Ruscica	5/14/2021	552.50
13840	Brave Writer LLC	5/14/2021	526.00
13841	Brendan Peacock	5/14/2021	30.00
13842	CONFIDENTIAL	5/14/2021	15.00
13843	Bronislava Sommer	5/14/2021	20.00
13844	California Learning Center	5/14/2021	3,880.00
13845	CBC Therapeutic Horseback Riding Academy LLC	5/14/2021	2,050.00
13846	Chehalem Reading Center	5/14/2021	400.00
13847	Christina Miner	5/14/2021	25.00
13848	Communication Tools	5/14/2021	300.00
13849	Culinary Comfort	5/14/2021	520.00
13850	Dana Rooks	5/14/2021	21.00
13851	Dance 10 Dance Center	5/14/2021	410.00
13852	CONFIDENTIAL	5/14/2021	21.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
13853	DBL Enterprises, Inc. dba Allstars Driving School	5/14/2021	98.00
13854	Dean Perkins or Dean Perkins Tutoring	5/14/2021	180.00
13855	Divergence Dance Conservatory	5/14/2021	400.00
13856	Dragonfire Farm	5/14/2021	600.00
13857	eat2explore	5/14/2021	86.25
13858	Educational Development Corporation	5/14/2021	674.37
13859	Elemental Science	5/14/2021	396.94
13860	Elena Nosov	5/14/2021	400.00
13861	EMH Sports USA, Inc.	5/14/2021	850.00
13862	Emily Layher	5/14/2021	256.00
13863	CONFIDENTIAL	5/14/2021	30.00
13864	Esther Judson	5/14/2021	1,020.00
13865	Eureka! Education by Cynthia	5/14/2021	576.00
13866	Folsom Piano Academy	5/14/2021	128.00
13867	Galaxy Dance Arts, LLC	5/14/2021	378.00
13868	CONFIDENTIAL	5/14/2021	21.00
13869	Gordon & Rees - Scully Mansukhani	5/14/2021	2,445.60
13870	Growing Healthy Children Therapy Services, Inc.	5/14/2021	9,952.50
13871	Heart Beats Music School	5/14/2021	1,465.00
13872	CONFIDENTIAL	5/14/2021	28.00
13873	Homeschool Spanish Academy	5/14/2021	292.00
13874	Institute for Excellence in Writing	5/14/2021	817.45
13875	Jackie LiVolsi	5/14/2021	25.00
13876	CONFIDENTIAL	5/14/2021	17.00
13877	CONFIDENTIAL	5/14/2021	21.00
13878	James Daniel MacKinnon	5/14/2021	61.18
13879	Jan Turton's Music	5/14/2021	775.00
13880	CONFIDENTIAL	5/14/2021	30.00
13881	CONFIDENTIAL	5/14/2021	27.00
13882	Jonathan Holowaty	5/14/2021	200.00
13883	CONFIDENTIAL	5/14/2021	21.00
13884	CONFIDENTIAL	5/14/2021	21.00
13885	Karina Sheremet	5/14/2021	1,170.00
13886	Katherine Matista	5/14/2021	28.00
13887	Kathleen R. Van Der Linden	5/14/2021	765.00
13888	Kim Mordecai	5/14/2021	960.00
13889	Kim Snow's Music Studio	5/14/2021	280.00
13890	CONFIDENTIAL	5/14/2021	25.00
13891	CONFIDENTIAL	5/14/2021	25.00
13892	Kitchen Stewardship LLC	5/14/2021	149.95
13893	KiwiCo, Inc	5/14/2021	3,218.88
13894	Kovar's Satori Academy	5/14/2021	537.00
13895	Lakeshore	5/14/2021	540.25
13896	Little Passports	5/14/2021	1,062.32
13897	Lotus Educational Services, Inc.	5/14/2021	1,537.80
13898	CONFIDENTIAL	5/14/2021	30.00
13899	Math-U-See Inc.	5/14/2021	375.00
13900	Ms. Kitty's Sewing & Enrichment Services	5/14/2021	140.00
13901	Nadezhda Nikolaychuk	5/14/2021	1,175.00
13902	Nancy Barcal	5/14/2021	2,690.00
13903	Natalya Tuzlov	5/14/2021	450.00
13904	Natomas Music Square	5/14/2021	240.00
13905	NewSongs Music	5/14/2021	1,872.00
13906	CONFIDENTIAL	5/14/2021	24.00
13907	Olga Petrenko	5/14/2021	1,260.00
13908	Orangevale Recreation and Park District	5/14/2021	174.00
13909	Pamelot a School of Dance	5/14/2021	1,295.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
13910	PresenceLearning, Inc.	5/14/2021	2,700.00
13911	PresenceLearning, Inc.	5/14/2021	16,271.28
13912	Progressive Instruction LLC	5/14/2021	460.00
13913	Provenance	5/14/2021	3,411.63
13914	R & D Educational Systems Inc	5/14/2021	298.00
13915	Rainbow Resource Center	5/14/2021	3,533.25
13916	Rainwater Music Company	5/14/2021	196.00
13917	Rodina Elite Gymnastics Academy	5/14/2021	200.00
13918	Ron Engle K Club Academy	5/14/2021	360.00
13919	Rosamaria Pereira	5/14/2021	260.00
13920	Sarah McFadyen	5/14/2021	1,035.00
13921	School of Rock Elk Grove & Roseville	5/14/2021	3,417.00
13922	Sea Otter Swim Lessons	5/14/2021	3,700.40
13923	Shahnaz Shah	5/14/2021	20.00
13924	Sheri Joyce aka Well Read Fred Writing Classes	5/14/2021	660.00
13925	Simply Coding	5/14/2021	145.00
13926	Singapore Math, Inc.	5/14/2021	251.06
13927	Summit Martial Arts and Leadership Academy	5/14/2021	1,370.00
13928	Sunshine Swim and Fitness Center	5/14/2021	1,393.00
13929	CONFIDENTIAL	5/14/2021	25.00
13930	CONFIDENTIAL	5/14/2021	20.00
13931	CONFIDENTIAL	5/14/2021	20.00
13932	Tatyana Kalmykov	5/14/2021	840.00
13933	Teaching Textbooks	5/14/2021	98.53
13934	The Curiosity Collective	5/14/2021	720.00
13935	Think Outside, LLC	5/14/2021	255.65
13936	Timberdoodle.com	5/14/2021	73.84
13937	Time4Learning.com	5/14/2021	149.70
13938	Time4Writing.com	5/14/2021	119.00
13939	Tinker's Coin Productions	5/14/2021	405.00
13940	CONFIDENTIAL	5/14/2021	24.00
13941	CONFIDENTIAL	5/14/2021	15.00
13942	Vadim Geletyuk	5/14/2021	200.00
13943	Writing With Kris	5/14/2021	2,662.95
13944	Voice Academy, LLC	5/19/2021	160.00
13945	Singapore Math, Inc.	5/19/2021	208.42
13946	Growing Healthy Children Therapy Services, Inc.	5/20/2021	6,316.75
13947	4EEE	5/20/2021	1,072.00
13948	A Brighter Child, Inc	5/20/2021	1,541.99
13949	Alec Monterrojas	5/20/2021	120.00
13950	Alexandra Sokolov	5/20/2021	1,485.00
13951	Alisher Sodikov	5/20/2021	140.00
13952	CONFIDENTIAL	5/20/2021	17.00
13953	Amy Walters	5/20/2021	1,520.00
13954	Angelina Minova Tennis	5/20/2021	950.00
13955	Ashley Gallant	5/20/2021	1,800.00
13956	Auburn Gymnastics Center	5/20/2021	571.00
13957	Ballet Rejoice School for the Arts	5/20/2021	589.00
13958	Beautiful Feet Books, Inc.	5/20/2021	564.20
13959	Bennati's Martial Arts	5/20/2021	129.00
13960	Big Little Ones, LLC	5/20/2021	103.85
13961	Bitsbox	5/20/2021	251.70
13962	BookShark	5/20/2021	1,476.36
13963	BrightThinker	5/20/2021	248.98
13964	Capital City Vision Therapy	5/20/2021	1,180.00
13965	CBC Therapeutic Horseback Riding Academy LLC	5/20/2021	400.00
13966	CCVAA	5/20/2021	150.00

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Check Number	Vendor Name	Check Date	Check Amount
13967	CONFIDENTIAL	5/20/2021	20.00
13968	Christine Land	5/20/2021	420.00
13969	Cognitive Square Inc	5/20/2021	61.68
13970	CrossFit Roseville	5/20/2021	1,080.00
13971	Daniel Muallem	5/20/2021	375.00
13972	Dean Perkins or Dean Perkins Tutoring	5/20/2021	165.00
13973	Discount School Supply	5/20/2021	157.59
13974	eat2explore	5/20/2021	350.75
13975	Educational Development Corporation	5/20/2021	91.97
13976	Encore Music Center	5/20/2021	330.00
13977	Erie Cicelski	5/20/2021	572.00
13978	Eureka! Education by Cynthia	5/20/2021	204.00
13979	Fisheye, Inc.	5/20/2021	629.00
13980	Griffin Tutoring	5/20/2021	270.00
13981	Haynes Family of Programs	5/20/2021	10,777.50
13982	Heart Beats Music School	5/20/2021	270.00
13983	Heather Williams	5/20/2021	140.00
13984	Heavenly Oaks Farm	5/20/2021	355.00
13985	Hillside Training Stables	5/20/2021	2,500.00
13986	History Unboxed LLC	5/20/2021	820.69
13987	Home Science Tools	5/20/2021	555.21
13988	Irina Samarina	5/20/2021	1,810.00
13989	JackKris Publishing, LLC	5/20/2021	163.36
13990	Jaime Layton	5/20/2021	945.00
13991	Jennifer Neufeld	5/20/2021	192.50
13992	Jonathan Holowaty	5/20/2021	375.00
13993	Jostens Inc	5/20/2021	121.44
13994	Kiera Odell	5/20/2021	442.50
13995	CONFIDENTIAL	5/20/2021	30.00
13996	Kovar's Satori Academy	5/20/2021	1,170.00
13997	Kovars Martial Arts-Roseville	5/20/2021	3,070.77
13998	CONFIDENTIAL	5/20/2021	30.00
13999	Law Offices of Young, Minney & Corr, LLP	5/20/2021	11,562.50
14000	Learning Without Tears	5/20/2021	28.39
14001	Leighton Dance Project	5/20/2021	610.00
14002	Let Me! LLC	5/20/2021	2,100.00
14003	Linda Henry	5/20/2021	600.00
14004	Logic of English	5/20/2021	27.50
14005	Lola Sadikova	5/20/2021	560.00
14006	Lori Huck	5/20/2021	410.00
14007	Manon Marketing	5/20/2021	5,000.00
14008	Math-U-See Inc.	5/20/2021	1,977.00
14009	McLaughlin Studios	5/20/2021	390.00
14010	CONFIDENTIAL	5/20/2021	25.00
14011	MEL Science U.S. LLC	5/20/2021	413.70
14012	Michael Patrick Bush	5/20/2021	525.00
14013	CONFIDENTIAL	5/20/2021	35.00
14014	Moving Beyond the Page	5/20/2021	87.12
14015	MoxieBox Art, Inc	5/20/2021	178.98
14016	Music and More Arts Academy	5/20/2021	390.00
14017	Music Future	5/20/2021	1,765.71
14018	Natalie Savytskyy	5/20/2021	840.00
14019	Oak Meadow Inc.	5/20/2021	795.00
14020	Outside the Box Creation	5/20/2021	179.80
14021	Owings Martial Arts	5/20/2021	300.00
14022	R & D Educational Systems Inc	5/20/2021	149.00
14023	CONFIDENTIAL	5/20/2021	17.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
14024	VOID	VOID	VOID
14025	Rainbow Resource Center	5/20/2021	2,540.00
14026	River City Dance Academy	5/20/2021	152.00
14027	Rodina Elite Gymnastics Academy	5/20/2021	200.00
14028	Ruth Buller	5/20/2021	630.00
14029	CONFIDENTIAL	5/20/2021	25.00
14030	School of Rock Elk Grove & Roseville	5/20/2021	250.00
14031	Shooting Stars Tutoring	5/20/2021	2,550.00
14032	Singapore Math, Inc.	5/20/2021	92.23
14033	Slava Swim - Viacheslav Shyrshov	5/20/2021	540.00
14034	Speech Therapy Associates	5/20/2021	109.00
14035	Stepping Stones Riding Program	5/20/2021	565.50
14036	T-Mobile	5/20/2021	2,500.00
14037	TalkBox.Mom, Inc	5/20/2021	86.20
14038	Teacher Synergy, LLC	5/20/2021	280.70
14039	Teaching Textbooks	5/20/2021	543.04
14040	The Critical Thinking Co.	5/20/2021	405.93
14041	Think Outside, LLC	5/20/2021	307.60
14042	Timberdoodle.com	5/20/2021	155.09
14043	TLC Stables Inc.	5/20/2021	1,880.00
14044	Toliy's Guitar	5/20/2021	2,250.00
14045	Total Education Solutions	5/20/2021	3,782.50
14046	Vadim Geletyuk	5/20/2021	1,400.00
14047	Verizon	5/20/2021	2,660.70
14048	Viktoria Dzhumara	5/20/2021	360.00
14049	Voice Academy, LLC	5/20/2021	160.00
14050	Wonder Crate	5/20/2021	179.80
14051	WriteShop	5/20/2021	38.00
14052	Writing With Kris	5/20/2021	3,860.00
14053	The Serendipity Center for Leadership and Learning	5/27/2021	11,860.00
14054	A Brighter Child, Inc	5/28/2021	717.22
14055	Adventures in Tutoring	5/28/2021	800.00
14056	Alisher Sodikov	5/28/2021	175.00
14057	All About Learning Press, Inc.	5/28/2021	208.75
14058	Alona Kravchuk	5/28/2021	3,150.00
14059	Ashlee Ashba	5/28/2021	1,200.00
14060	Auburn Area Recreation and Park District	5/28/2021	535.00
14061	Ballet Rejoice School for the Arts	5/28/2021	89.00
14062	Becker Academy of Guitar	5/28/2021	850.00
14063	Beda Brazilian Jiu Jitsu Academy	5/28/2021	135.00
14064	BookShark	5/28/2021	2,624.13
14065	Brandy Ruscica	5/28/2021	682.50
14066	Brave Writer LLC	5/28/2021	524.60
14067	BrightThinker	5/28/2021	124.49
14068	Capital City Vision Therapy	5/28/2021	190.00
14069	Cavallo Stables, LLC	5/28/2021	720.00
14070	CB Music	5/28/2021	4,370.00
14071	CCVAA	5/28/2021	1,000.00
14072	Cole Shelton	5/28/2021	520.00
14073	Cynthia Mae Voigt	5/28/2021	360.00
14074	Daniel Muallem	5/28/2021	375.00
14075	Dean Perkins or Dean Perkins Tutoring	5/28/2021	315.00
14076	Department of Justice	5/28/2021	1,841.00
14077	Desiree Harris	5/28/2021	170.00
14078	Dream Enrichment Classes	5/28/2021	490.00
14079	eat2explore	5/28/2021	306.90
14080	Educational Development Corporation	5/28/2021	275.15

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
14081	Equine Unlimited Inc.	5/28/2021	1,575.00
14082	Eureka! Education by Cynthia	5/28/2021	1,680.00
14083	Hawkins School of Performing Arts	5/28/2021	342.00
14084	Institute for Excellence in Writing	5/28/2021	361.26
14085	K3 Syncopation, LLC	5/28/2021	1,450.80
14086	Kathleen R. Van Der Linden	5/28/2021	405.00
14087	Kathryn Burns	5/28/2021	238.08
14088	Kim Mordecai	5/28/2021	477.79
14089	KiwiCo, Inc	5/28/2021	6,272.07
14090	Kovar's Satori Academy - Carmichael	5/28/2021	1,429.95
14091	Kovar's Satori Academy of Martial Arts	5/28/2021	100.00
14092	Law Offices of Young, Minney & Corr, LLP	5/28/2021	6,345.00
14093	Little Passports	5/28/2021	406.32
14094	Lola Sadikova	5/28/2021	480.00
14095	Mary Preston	5/28/2021	120.00
14096	Math-U-See Inc.	5/28/2021	198.00
14097	Meg Navarro Gupta	5/28/2021	600.00
14098	Moving Beyond the Page	5/28/2021	75.19
14099	Music To Grow On, Music Therapy Services, INC	5/28/2021	120.00
14100	NewSongs Music	5/28/2021	144.00
14101	Nunez Martial Arts Academy	5/28/2021	3,139.00
14102	Oak Meadow Inc.	5/28/2021	670.00
14103	Owings Martial Arts	5/28/2021	255.00
14104	Precision Dance Center	5/28/2021	140.00
14105	Provenance	5/28/2021	156,199.69
14106	Regina Lott	5/28/2021	3,645.00
14107	Ride to Walk, Inc	5/28/2021	850.00
14108	Roseville Community School	5/28/2021	1,950.00
14109	Rowboat Group, LLC	5/28/2021	5,280.00
14110	Sarah M. Darnell	5/28/2021	840.00
14111	Summerbella Dance Arts	5/28/2021	1,690.00
14112	Teacher Synergy, LLC	5/28/2021	442.41
14113	The Music Store	5/28/2021	750.00
14114	Valentina Chistyakova	5/28/2021	360.00
14115	Verizon Wireless	5/28/2021	1,102.33
14116	Vista Child Therapy	5/28/2021	4,915.00
14117	Voice Academy, LLC	5/28/2021	160.00
14118	Wonder Crate	5/28/2021	89.90
APTCS210506-01	Charter Impact, Inc.	5/6/2021	1,000.00
APTCS210506-02	Charter Impact, Inc.	5/6/2021	46,027.00
APTCS210511-01	El Dorado Building Association	5/11/2021	1,479.00
APTCS210514-01	Charter Impact, Inc.	5/14/2021	794.81
APTCS210514-02	Charter Impact, Inc.	5/14/2021	40.00
APTCS210520-01	Charter Impact, Inc.	5/20/2021	354.14
APTCS210520-02	Charter Impact, Inc.	5/20/2021	3,100.00
APTCS210520-03	Charter Impact, Inc.	5/20/2021	375.00
APTCS210520-04	Charter Impact, Inc.	5/20/2021	606.25
APTCS210520-05	CONFIDENTIAL	5/20/2021	60.00
APTCS210528-01	Charter Impact, Inc.	5/28/2021	200.00
Total Disbursements in May			\$ 943,184.64

The Cottonwood School

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Absolute Mathematics	(TCS)-ABSM-VER	6/10/2021	\$ 75.00	\$ -	\$ -	\$ -	\$ -	\$ 75.00
Vitaliy Gulegin	000007	5/26/2021	1,170.00	-	-	-	-	1,170.00
Arya & Sid LLC	0001	5/26/2021	396.00	-	-	-	-	396.00
Nadezhda Nikolaychuk	0013	6/19/2021	1,532.00	-	-	-	-	1,532.00
Sean Bianco	002	5/30/2021	175.00	-	-	-	-	175.00
Sean Bianco	003	6/13/2021	170.00	-	-	-	-	170.00
Mitchell Music Makers		6/9/2021	800.00	-	-	-	-	800.00
Aria's to the Pointe	0046	6/3/2021	40.00	-	-	-	-	40.00
Alina Kuchik	006	6/1/2021	1,080.00	-	-	-	-	1,080.00
Culinary Comfort	009-2021	5/26/2021	260.00	-	-	-	-	260.00
Culinary Comfort	010-2021	5/26/2021	260.00	-	-	-	-	260.00
Alec Monterrojas	015	6/9/2021	120.00	-	-	-	-	120.00
Equine Unlimited Inc.	0151	6/2/2021	400.00	-	-	-	-	400.00
Equine Unlimited Inc.	0155	6/4/2021	205.00	-	-	-	-	205.00
Corban Learning Center	025	5/29/2021	2,490.00	-	-	-	-	2,490.00
Emily Layher	027	6/4/2021	384.00	-	-	-	-	384.00
Emily Layher	028	6/4/2021	768.00	-	-	-	-	768.00
Dean Perkins or Dean Perkins Tutoring	034	5/26/2021	45.00	-	-	-	-	45.00
Vista Child Therapy	0421-03	5/31/2021	973.75	-	-	-	-	973.75
Vista Child Therapy	0421-04	5/31/2021	190.00	-	-	-	-	190.00
Chestnut Nature Kids	042105	6/16/2021	405.00	-	-	-	-	405.00
Eureka! Education by Cynthia	04302021A	5/30/2021	80.00	-	-	-	-	80.00
Pamelot a School of Dance	050-PSD2021	6/4/2021	180.00	-	-	-	-	180.00
Rocklin Music Academy	05022021	6/1/2021	1,930.00	-	-	-	-	1,930.00
Pamelot a School of Dance	051-PSD2021	6/4/2021	180.00	-	-	-	-	180.00
Eureka! Education by Cynthia	05172021	6/16/2021	400.00	-	-	-	-	400.00
Pamelot a School of Dance	052-PSD2021	6/4/2021	180.00	-	-	-	-	180.00
Chehalem Reading Center	052021	5/30/2021	350.00	-	-	-	-	350.00
Jennifer Neufeld	052021TCS	6/2/2021	440.00	-	-	-	-	440.00
Pamelot a School of Dance	053-PSD2021	6/4/2021	240.00	-	-	-	-	240.00
Chickie & Roo	0553	6/2/2021	25.00	-	-	-	-	25.00
Pamelot a School of Dance	058-PSD2021	6/4/2021	335.00	-	-	-	-	335.00
Jonathan Holowaty	062	6/3/2021	375.00	-	-	-	-	375.00
Math-U-See Inc.	0699015-IN	5/21/2021	58.00	-	-	-	-	58.00

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Math-U-See Inc.	0699371-IN	5/22/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0699880-IN	5/24/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0699881-IN	5/24/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0699884-IN	5/24/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0700542-IN	5/28/2021	61.00	-	-	-	-	61.00
Math-U-See Inc.	0700544-IN	5/28/2021	224.00	-	-	-	-	224.00
Math-U-See Inc.	0700545-IN	5/28/2021	131.00	-	-	-	-	131.00
Math-U-See Inc.	0700546-IN	5/28/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0700551-IN	5/28/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0700554-IN	5/28/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0700741-IN	5/29/2021	199.00	-	-	-	-	199.00
Math-U-See Inc.	0700743-IN	5/29/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0700745-IN	5/29/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0702143-IN	6/6/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0702155-IN	6/6/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0702395-IN	6/7/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0702612-IN	6/8/2021	55.00	-	-	-	-	55.00
Math-U-See Inc.	0704942-IN	6/25/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0704951-IN	6/25/2021	465.00	-	-	-	-	465.00
Math-U-See Inc.	0705201-IN	6/26/2021	68.00	-	-	-	-	68.00
Math-U-See Inc.	0705792-IN	6/29/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0705793-IN	6/29/2021	107.00	-	-	-	-	107.00
Math-U-See Inc.	0705991-IN	7/2/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0705992-IN	7/2/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0706021-IN	7/2/2021	99.00	-	-	-	-	99.00
Math-U-See Inc.	0706024-IN	7/2/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0706026-IN	7/2/2021	125.00	-	-	-	-	125.00
Math-U-See Inc.	0706027-IN	7/2/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0706458-IN	7/4/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0706460-IN	7/4/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0706692-IN	7/5/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0706695-IN	7/5/2021	58.00	-	-	-	-	58.00
Math-U-See Inc.	0707661-IN	7/12/2021	119.00	-	-	-	-	119.00
Math-U-See Inc.	0707772-IN	7/13/2021	49.00	-	-	-	-	49.00
Math-U-See Inc.	0708557-IN	7/19/2021	58.00	-	-	-	-	58.00

The Cottonwood School

Accounts Payable Aging

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Pamelot a School of Dance	076-PSD2021	6/4/2021	120.00	-	-	-	-	120.00
Pamelot a School of Dance	081-PSD2021	6/4/2021	120.00	-	-	-	-	120.00
Betty's Music Studio	10	6/3/2021	480.00	-	-	-	-	480.00
Next Level Dance Center		6/4/2021	114.00	-	-	-	-	114.00
Annie Russell		5/27/2021	315.00	-	-	-	-	315.00
Elizaveta Popova		5/30/2021	200.00	-	-	-	-	200.00
Alina Ilchuk	10 - 2021	6/10/2021	400.00	-	-	-	-	400.00
Evitta Gantt	10_C_ 2021	6/16/2021	300.00	-	-	-	-	300.00
Summerbella Dance Arts	1003	6/5/2021	1,592.00	-	-	-	-	1,592.00
Adventures in Tutoring	1006	5/27/2021	720.00	-	-	-	-	720.00
eat2explore	100985	5/28/2021	104.80	-	-	-	-	104.80
eat2explore	100986	5/28/2021	104.80	-	-	-	-	104.80
eat2explore	100987	5/29/2021	86.25	-	-	-	-	86.25
eat2explore	100988	5/29/2021	86.25	-	-	-	-	86.25
eat2explore	100990	5/30/2021	199.60	-	-	-	-	199.60
eat2explore	100999	6/4/2021	199.80	-	-	-	-	199.80
eat2explore	101000	6/4/2021	199.80	-	-	-	-	199.80
eat2explore	101001	6/4/2021	69.90	-	-	-	-	69.90
eat2explore	101002	6/4/2021	114.80	-	-	-	-	114.80
eat2explore	101003	6/4/2021	114.80	-	-	-	-	114.80
eat2explore	101004	6/4/2021	114.80	-	-	-	-	114.80
eat2explore	101005	6/4/2021	84.85	-	-	-	-	84.85
eat2explore	101015	6/4/2021	86.25	-	-	-	-	86.25
eat2explore	101016	6/4/2021	399.20	-	-	-	-	399.20
eat2explore	101020	6/5/2021	86.25	-	-	-	-	86.25
eat2explore	101035	6/15/2021	86.25	-	-	-	-	86.25
eat2explore	101037	6/15/2021	86.25	-	-	-	-	86.25
eat2explore	101040	6/17/2021	29.95	-	-	-	-	29.95
Zaner-Bloser, Inc.	10289435	6/12/2021	26.64	-	-	-	-	26.64
Kathleen R. Van Der Linden	104	6/4/2021	675.00	-	-	-	-	675.00
Laura Stetsenko	109	6/11/2021	480.00	-	-	-	-	480.00
Betty's Music Studio	11	6/3/2021	480.00	-	-	-	-	480.00
Annie Russell		5/27/2021	450.00	-	-	-	-	450.00
Next Level Dance Center		6/4/2021	114.00	-	-	-	-	114.00
Alina Ilchuk	11 - 2021	6/10/2021	500.00	-	-	-	-	500.00

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Home Science Tools	1118504A	6/2/2021	172.78	-	-	-	-	172.78
Home Science Tools	1120321A	6/10/2021	38.20	-	-	-	-	38.20
Home Science Tools	1120975A	6/13/2021	240.65	-	-	-	-	240.65
Home Science Tools	1120993A	6/13/2021	78.07	-	-	-	-	78.07
Home Science Tools	1120994A	6/12/2021	53.52	-	-	-	-	53.52
Home Science Tools	1120994B	6/13/2021	19.34	-	-	-	-	19.34
Home Science Tools	1120996A	6/13/2021	70.36	-	-	-	-	70.36
Home Science Tools	1121779A	6/17/2021	72.09	-	-	-	-	72.09
Home Science Tools	1122228A	6/20/2021	22.58	-	-	-	-	22.58
Home Science Tools	1122229A	6/20/2021	21.23	-	-	-	-	21.23
Home Science Tools	1122230A	6/20/2021	221.29	-	-	-	-	221.29
School of Rock Elk Grove & Roseville	1124	5/31/2021	319.00	-	-	-	-	319.00
School of Rock Elk Grove & Roseville	1126	5/31/2021	319.00	-	-	-	-	319.00
School of Rock Elk Grove & Roseville	1129	5/31/2021	299.00	-	-	-	-	299.00
Lisa Hindmarsh	113	6/1/2021	3,588.00	-	-	-	-	3,588.00
School of Rock Elk Grove & Roseville	1131	5/31/2021	299.00	-	-	-	-	299.00
JacKris Publishing, LLC	1133	6/13/2021	60.92	-	-	-	-	60.92
JacKris Publishing, LLC	1134	6/13/2021	21.99	-	-	-	-	21.99
School of Rock Elk Grove & Roseville	1135	6/5/2021	140.00	-	-	-	-	140.00
School of Rock Elk Grove & Roseville	1136	6/5/2021	198.00	-	-	-	-	198.00
Little Passports	113622492	10/30/2020	110.60	-	-	-	-	110.60
Little Passports	113622494	10/30/2020	162.80	-	-	-	-	162.80
Little Passports	113622496	10/30/2020	162.80	-	-	-	-	162.80
School of Rock Elk Grove & Roseville	1137	6/5/2021	334.32	-	-	-	-	334.32
School of Rock Elk Grove & Roseville	1138	6/5/2021	113.30	-	-	-	-	113.30
School of Rock Elk Grove & Roseville	1139	6/5/2021	299.00	-	-	-	-	299.00
School of Rock Elk Grove & Roseville	1140	6/5/2021	225.00	-	-	-	-	225.00
Little Passports	114048262	11/14/2020	128.98	-	-	-	-	128.98
School of Rock Elk Grove & Roseville	1143	6/5/2021	131.06	-	-	-	-	131.06
School of Rock Elk Grove & Roseville	1144	6/5/2021	143.10	-	-	-	-	143.10
School of Rock Elk Grove & Roseville	1145	6/5/2021	140.10	-	-	-	-	140.10
School of Rock Elk Grove & Roseville	1146	6/5/2021	159.00	-	-	-	-	159.00
Homeschool Planet		5/26/2021	74.95	-	-	-	-	74.95
Think Outside, LLC	114978	5/26/2021	153.80	-	-	-	-	153.80
Think Outside, LLC	114981	6/4/2021	153.80	-	-	-	-	153.80

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Think Outside, LLC	115017	5/29/2021	113.85	-	-	-	-	113.85
Think Outside, LLC	115018	5/29/2021	113.85	-	-	-	-	113.85
School of Rock Elk Grove & Roseville	1151	6/5/2021	99.00	-	-	-	-	99.00
School of Rock Elk Grove & Roseville	1152	6/5/2021	99.00	-	-	-	-	99.00
School of Rock Elk Grove & Roseville	1153	6/5/2021	99.00	-	-	-	-	99.00
School of Rock Elk Grove & Roseville	1154	6/5/2021	99.00	-	-	-	-	99.00
School of Rock Elk Grove & Roseville	1155	6/5/2021	141.00	-	-	-	-	141.00
School of Rock Elk Grove & Roseville	1156	6/5/2021	150.00	-	-	-	-	150.00
School of Rock Elk Grove & Roseville	1157	6/5/2021	150.00	-	-	-	-	150.00
School of Rock Elk Grove & Roseville	1158	6/5/2021	150.00	-	-	-	-	150.00
School of Rock Elk Grove & Roseville	1159	6/5/2021	150.00	-	-	-	-	150.00
Little Passports	116107993	5/30/2021	199.77	-	-	-	-	199.77
Little Passports	116108018	5/30/2021	167.77	-	-	-	-	167.77
Little Passports	116113058	6/14/2021	167.77	-	-	-	-	167.77
Little Passports	116113064	6/14/2021	167.77	-	-	-	-	167.77
Little Passports	116113066	6/14/2021	167.77	-	-	-	-	167.77
Little Passports	116113068	6/14/2021	148.37	-	-	-	-	148.37
Little Passports	116113072	6/14/2021	115.51	-	-	-	-	115.51
School of Rock Elk Grove & Roseville	1162	6/6/2021	125.60	-	-	-	-	125.60
Little Passports	116224332	6/14/2021	115.51	-	-	-	-	115.51
LEGO Education	1190457062	6/26/2021	360.80	-	-	-	-	360.80
LEGO Education	1190458595	7/18/2021	234.84	-	-	-	-	234.84
LEGO Education	1190458596	7/18/2021	360.80	-	-	-	-	360.80
LEGO Education	1190458597	7/18/2021	140.02	-	-	-	-	140.02
Karen Reed	12	6/9/2021	360.00	-	-	-	-	360.00
Annie Russell		5/27/2021	450.00	-	-	-	-	450.00
Next Level Dance Center		6/4/2021	114.00	-	-	-	-	114.00
Oak Meadow Inc.	120005	5/27/2021	430.00	-	-	-	-	430.00
Oak Meadow Inc.	120128	6/4/2021	185.00	-	-	-	-	185.00
Oak Meadow Inc.	120171	6/9/2021	315.00	-	-	-	-	315.00
Oak Meadow Inc.	120182	6/9/2021	140.00	-	-	-	-	140.00
Oak Meadow Inc.	120183	6/9/2021	520.00	-	-	-	-	520.00
Oak Meadow Inc.	120184	6/9/2021	1,095.00	-	-	-	-	1,095.00
Young Talents Music School	1234	6/11/2021	2,520.00	-	-	-	-	2,520.00
R & D Educational Systems Inc	12443	5/31/2021	149.00	-	-	-	-	149.00

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R & D Educational Systems Inc	12445	5/31/2021	149.00	-	-	-	-	149.00
Voice Academy, LLC	128	5/27/2021	440.00	-	-	-	-	440.00
Voice Academy, LLC	129	5/27/2021	440.00	-	-	-	-	440.00
Mystery Science Inc.	129393	6/13/2021	89.00	-	-	-	-	89.00
Next Level Dance Center	13	6/4/2021	114.00	-	-	-	-	114.00
Orangevale Recreation and Park District		6/4/2021	471.00	-	-	-	-	471.00
Annie Russell		6/10/2021	450.00	-	-	-	-	450.00
Voice Academy, LLC	130	5/27/2021	440.00	-	-	-	-	440.00
Voice Academy, LLC	131	5/27/2021	440.00	-	-	-	-	440.00
Voice Academy, LLC	133	5/27/2021	160.00	-	-	-	-	160.00
Voice Academy, LLC	134	5/27/2021	160.00	-	-	-	-	160.00
Voice Academy, LLC	135	5/27/2021	320.00	-	-	-	-	320.00
Natomas Music Square	139	6/3/2021	240.00	-	-	-	-	240.00
Academics in a Box Inc	13990	6/7/2021	86.85	-	-	-	-	86.85
Orangevale Recreation and Park District 14		6/16/2021	72.00	-	-	-	-	72.00
School Pathways Holdings, LLC	140-INV1582	5/30/2021	8,648.98	-	-	-	-	8,648.98
Academics in a Box Inc	14028	6/10/2021	86.85	-	-	-	-	86.85
Beautiful Feet Books, Inc.	14271	5/21/2021	56.56	-	-	-	-	56.56
Beautiful Feet Books, Inc.	14283	5/23/2021	256.97	-	-	-	-	256.97
Beautiful Feet Books, Inc.	14300	5/26/2021	27.57	-	-	-	-	27.57
Beautiful Feet Books, Inc.	14301	5/26/2021	35.12	-	-	-	-	35.12
Beautiful Feet Books, Inc.	14302	5/26/2021	136.59	-	-	-	-	136.59
Beautiful Feet Books, Inc.	14303	5/26/2021	223.40	-	-	-	-	223.40
Beautiful Feet Books, Inc.	14305	5/26/2021	136.59	-	-	-	-	136.59
Beautiful Feet Books, Inc.	14399	5/14/2021	26.01	-	-	-	-	26.01
Beautiful Feet Books, Inc.	14402	6/16/2021	284.69	-	-	-	-	284.69
Sacramento Bronze Art Foundry	1474	5/26/2021	650.00	-	-	-	-	650.00
Sacramento Bronze Art Foundry	1479	6/12/2021	650.00	-	-	-	-	650.00
Orangevale Recreation and Park District 15		6/20/2021	87.00	-	-	-	-	87.00
Next Level Dance Center		6/4/2021	480.00	-	-	-	-	480.00
Teacher Synergy, LLC	153183260	5/21/2021	22.93	-	-	-	-	22.93
Teacher Synergy, LLC	153183405	5/21/2021	9.00	-	-	-	-	9.00
Teacher Synergy, LLC	154046548	5/27/2021	3.50	-	-	-	-	3.50
Teacher Synergy, LLC	154046744	5/27/2021	4.00	-	-	-	-	4.00
Teacher Synergy, LLC	154183889	5/28/2021	42.48	-	-	-	-	42.48

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Teacher Synergy, LLC	154184051	5/28/2021	4.55	-	-	-	-	4.55
Teacher Synergy, LLC	154400095	5/31/2021	50.00	-	-	-	-	50.00
Teacher Synergy, LLC	154406376	5/31/2021	9.50	-	-	-	-	9.50
Teacher Synergy, LLC	154407306	5/31/2021	8.00	-	-	-	-	8.00
Teacher Synergy, LLC	154407502	5/31/2021	59.98	-	-	-	-	59.98
Teacher Synergy, LLC	154407698	5/31/2021	137.60	-	-	-	-	137.60
Teacher Synergy, LLC	154420869	5/31/2021	52.39	-	-	-	-	52.39
Teacher Synergy, LLC	154421147	5/31/2021	48.60	-	-	-	-	48.60
Teacher Synergy, LLC	154421527	6/9/2021	77.47	-	-	-	-	77.47
Teacher Synergy, LLC	154423382	6/9/2021	74.08	-	-	-	-	74.08
Teacher Synergy, LLC	154425027	5/31/2021	46.40	-	-	-	-	46.40
Teacher Synergy, LLC	154552936	6/1/2021	81.00	-	-	-	-	81.00
Teacher Synergy, LLC	154558399	6/1/2021	21.00	-	-	-	-	21.00
Teacher Synergy, LLC	154567418	6/1/2021	250.00	-	-	-	-	250.00
Teacher Synergy, LLC	154836074	6/3/2021	10.00	-	-	-	-	10.00
Teacher Synergy, LLC	154856357	6/3/2021	11.52	-	-	-	-	11.52
Teacher Synergy, LLC	154856659	6/3/2021	4.50	-	-	-	-	4.50
Teacher Synergy, LLC	154858094	6/3/2021	14.00	-	-	-	-	14.00
Teacher Synergy, LLC	154858428	6/3/2021	5.25	-	-	-	-	5.25
Teacher Synergy, LLC	155589704	6/10/2021	38.40	-	-	-	-	38.40
Teacher Synergy, LLC	155703773	6/11/2021	7.20	-	-	-	-	7.20
Teacher Synergy, LLC	155703975	6/11/2021	72.00	-	-	-	-	72.00
Teacher Synergy, LLC	155704313	6/11/2021	17.20	-	-	-	-	17.20
Teacher Synergy, LLC	155708467	6/11/2021	3.00	-	-	-	-	3.00
Teacher Synergy, LLC	155708769	6/11/2021	178.25	-	-	-	-	178.25
Teacher Synergy, LLC	155748308	6/11/2021	87.84	-	-	-	-	87.84
Teacher Synergy, LLC	155750426	6/11/2021	123.61	-	-	-	-	123.61
Rainwater Music Company	16	6/1/2021	968.00	-	-	-	-	968.00
Stephanie Strong	17	6/8/2021	160.00	-	-	-	-	160.00
K3 Syncopation, LLC	172	6/19/2021	334.00	-	-	-	-	334.00
The Critical Thinking Co.	172688A	6/16/2021	83.45	-	-	-	-	83.45
The Critical Thinking Co.	172689A	6/16/2021	114.18	-	-	-	-	114.18
TalkBox.Mom, Inc	177234- 1	6/11/2021	327.56	-	-	-	-	327.56
Stephanie Strong	18	6/8/2021	160.00	-	-	-	-	160.00
Monica Zarate	19	5/30/2021	360.00	-	-	-	-	360.00

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Elk Grove Musical Theatre Company		6/4/2021	300.00	-	-	-	-	300.00
Albedo Arts Community Inc		6/2/2021	1,820.00	-	-	-	-	1,820.00
Crafty School Crates	19310	5/22/2021	98.98	-	-	-	-	98.98
Elena Nosov	2	6/16/2021	200.00	-	-	-	-	200.00
Coralie Harless	20	6/18/2021	3,000.00	-	-	-	-	3,000.00
Albedo Arts Community Inc		6/19/2021	3,390.00	-	-	-	-	3,390.00
Lisa Stewart		5/29/2021	380.00	-	-	-	-	380.00
Leighton Dance Project	201150	5/7/2021	360.00	-	-	-	-	360.00
CompuScholar, Inc	20200264	6/13/2021	195.00	-	-	-	-	195.00
Homeschool Spanish Academy	2021 - 03	6/3/2021	1,635.00	-	-	-	-	1,635.00
Fairytale Town	2021-001	6/13/2021	438.00	-	-	-	-	438.00
Sunshine Swim and Fitness Center	2021-04	5/26/2021	4,685.74	-	-	-	-	4,685.74
Mary Preston		6/19/2021	450.00	-	-	-	-	450.00
Ashlee Ashba	2021-Webb01	5/30/2021	70.00	-	-	-	-	70.00
Ashlee Ashba	2021-Webb02	5/30/2021	70.00	-	-	-	-	70.00
Ashlee Ashba	2021-Webb03	5/30/2021	70.00	-	-	-	-	70.00
Ashlee Ashba	2021-Webb04	5/30/2021	70.00	-	-	-	-	70.00
Ashlee Ashba	2021-Webb05	5/30/2021	35.00	-	-	-	-	35.00
Ashlee Ashba	2021-Webb06	5/30/2021	20.00	-	-	-	-	20.00
Sherry Luiz	202102	6/10/2021	325.00	-	-	-	-	325.00
Olha Shevchyk	2021041	5/26/2021	870.00	-	-	-	-	870.00
Tracy Ternes	20216	6/20/2021	340.00	-	-	-	-	340.00
Rosamaria Pereira	207	5/31/2021	260.00	-	-	-	-	260.00
Musical Mayhem Productions, Inc.	2084	6/12/2021	75.00	-	-	-	-	75.00
Musical Mayhem Productions, Inc.	2085	6/12/2021	199.00	-	-	-	-	199.00
Musical Mayhem Productions, Inc.	2086	6/12/2021	199.00	-	-	-	-	199.00
Musical Mayhem Productions, Inc.	2087	6/12/2021	150.00	-	-	-	-	150.00
Musical Mayhem Productions, Inc.	2088	6/12/2021	150.00	-	-	-	-	150.00
The Music Yard	21-000055	5/28/2021	390.00	-	-	-	-	390.00
The Music Yard	21-000106	5/8/2021	260.00	-	-	-	-	260.00
The Music Yard	21-000109	5/8/2021	130.00	-	-	-	-	130.00
WriteShop	21-0509	6/10/2021	59.90	-	-	-	-	59.90
WriteShop	21-0512	6/10/2021	133.60	-	-	-	-	133.60
Music Lab Rocklin	21-7084	6/2/2021	160.00	-	-	-	-	160.00
Learn Piano Live	210427	5/27/2021	149.85	-	-	-	-	149.85

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Becker Academy of Guitar	2105 Cimpan	5/12/2021	150.00	-	-	-	-	150.00
Becker Academy of Guitar	2105 Dun	5/15/2021	150.00	-	-	-	-	150.00
Learn Piano Live	210501	5/31/2021	298.00	-	-	-	-	298.00
Learn Piano Live	210505	6/4/2021	278.00	-	-	-	-	278.00
Lynda Weiss	2105070003-7	6/6/2021	180.00	-	-	-	-	180.00
Lynda Weiss	2105070004-9	6/6/2021	180.00	-	-	-	-	180.00
Moore's Karate of Elk Grove, Inc.	218	5/28/2021	150.00	-	-	-	-	150.00
Art of Problem Solving	219769	6/13/2021	156.24	-	-	-	-	156.24
Art of Problem Solving	219771	6/13/2021	96.00	-	-	-	-	96.00
Becker Music Studio, Inc	21b Henning	6/3/2021	12.37	-	-	-	-	12.37
Jennifer Androkitis	2239 VCA S21	6/7/2021	2,250.00	-	-	-	-	2,250.00
It Takes The Village	22715	5/30/2021	780.00	-	-	-	-	780.00
Becker Music Studio, Inc	22b Henning	6/3/2021	29.02	-	-	-	-	29.02
Broadstone Sports Club	23	6/2/2021	150.00	-	-	-	-	150.00
NCDC	230	6/2/2021	2,406.00	-	-	-	-	2,406.00
Malko Performing Arts	2356	5/31/2021	210.00	-	-	-	-	210.00
Hands 4 Building, LLC	2433	6/4/2021	147.99	-	-	-	-	147.99
Moving Beyond the Page	253084	5/27/2021	280.72	-	-	-	-	280.72
Moving Beyond the Page	253085	5/27/2021	263.20	-	-	-	-	263.20
Moving Beyond the Page	253138	5/28/2021	5.33	-	-	-	-	5.33
Moving Beyond the Page	253341	6/2/2021	127.09	-	-	-	-	127.09
Moving Beyond the Page	253433	6/5/2021	34.78	-	-	-	-	34.78
Moving Beyond the Page	253458	6/5/2021	292.81	-	-	-	-	292.81
Moving Beyond the Page	253459	6/5/2021	414.07	-	-	-	-	414.07
Moving Beyond the Page	253685	6/18/2021	12.79	-	-	-	-	12.79
Moving Beyond the Page	253715	6/19/2021	52.41	-	-	-	-	52.41
Alexandra Sokolov	260	6/17/2021	450.00	-	-	-	-	450.00
Alexandra Sokolov	261	6/17/2021	300.00	-	-	-	-	300.00
Jostens Inc	26190069	5/30/2021	462.39	-	-	-	-	462.39
Alexandra Sokolov	262	6/17/2021	300.00	-	-	-	-	300.00
Judy Bossuat-Gallic	28	6/9/2021	380.00	-	-	-	-	380.00
Olga Petrenko	289	6/11/2021	630.00	-	-	-	-	630.00
Olga Petrenko	290	6/11/2021	420.00	-	-	-	-	420.00
Olga Petrenko	291	6/11/2021	360.00	-	-	-	-	360.00
Olga Petrenko	292	6/11/2021	260.00	-	-	-	-	260.00

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Shankari Arcot DBS Sacramemto Spice	3	5/30/2021	182.00	-	-	-	-	182.00
Six Bar Ranch	30	6/14/2021	980.00	-	-	-	-	980.00
Day by Day Spanish	30013	6/2/2021	1,645.00	-	-	-	-	1,645.00
Day by Day Spanish	30015	6/5/2021	70.00	-	-	-	-	70.00
Arabic Homeschool	3099	6/2/2021	177.00	-	-	-	-	177.00
Irina Samarina	310	6/2/2021	200.00	-	-	-	-	200.00
BookShark	31127725	5/26/2021	886.96	-	-	-	-	886.96
BookShark	31127913	5/27/2021	844.06	-	-	-	-	844.06
Nicole the Math Lady, LLC	3144	6/14/2021	79.00	-	-	-	-	79.00
Anastasia Piano Tutor Somicheva	32	5/27/2021	2,470.00	-	-	-	-	2,470.00
Rainbow Resource Center	3375703	5/26/2021	278.72	-	-	-	-	278.72
Rainbow Resource Center	3376425	5/27/2021	145.58	-	-	-	-	145.58
Rainbow Resource Center	3376439	5/27/2021	352.17	-	-	-	-	352.17
Rainbow Resource Center	3376445	5/27/2021	478.78	-	-	-	-	478.78
Rainbow Resource Center	3379452	5/30/2021	62.24	-	-	-	-	62.24
Rainbow Resource Center	3379686	5/30/2021	94.58	-	-	-	-	94.58
Rainbow Resource Center	3379689	5/30/2021	60.43	-	-	-	-	60.43
Rainbow Resource Center	3379716	5/30/2021	58.26	-	-	-	-	58.26
Rainbow Resource Center	3379729	5/30/2021	50.58	-	-	-	-	50.58
Rainbow Resource Center	3380380	6/2/2021	21.17	-	-	-	-	21.17
Rainbow Resource Center	3380494	6/2/2021	74.25	-	-	-	-	74.25
Rainbow Resource Center	3380511	6/2/2021	36.99	-	-	-	-	36.99
Rainbow Resource Center	3380993	6/3/2021	821.81	-	-	-	-	821.81
Rainbow Resource Center	3381044	6/3/2021	328.29	-	-	-	-	328.29
Rainbow Resource Center	3381392	6/3/2021	140.58	-	-	-	-	140.58
Rainbow Resource Center	3381425	6/3/2021	65.61	-	-	-	-	65.61
Rainbow Resource Center	3383133	6/5/2021	211.90	-	-	-	-	211.90
Rainbow Resource Center	3383139	6/5/2021	345.11	-	-	-	-	345.11
Rainbow Resource Center	3383152	6/5/2021	197.35	-	-	-	-	197.35
Rainbow Resource Center	3383209	6/5/2021	122.19	-	-	-	-	122.19
Rainbow Resource Center	3383213	6/5/2021	200.15	-	-	-	-	200.15
Rainbow Resource Center	3383230	6/5/2021	497.09	-	-	-	-	497.09
Rainbow Resource Center	3383240	6/5/2021	36.40	-	-	-	-	36.40
Rainbow Resource Center	3383263	6/5/2021	145.90	-	-	-	-	145.90
Rainbow Resource Center	3383428	6/5/2021	31.52	-	-	-	-	31.52

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Rainbow Resource Center	3383472	6/5/2021	135.65	-	-	-	-	135.65
Rainbow Resource Center	3383888	6/6/2021	14.21	-	-	-	-	14.21
Rainbow Resource Center	3384009	6/6/2021	231.45	-	-	-	-	231.45
Rainbow Resource Center	3384384	6/6/2021	188.72	-	-	-	-	188.72
Rainbow Resource Center	3384657	6/9/2021	148.37	-	-	-	-	148.37
Rainbow Resource Center	3386665	6/11/2021	24.20	-	-	-	-	24.20
Rainbow Resource Center	3386956	6/11/2021	87.74	-	-	-	-	87.74
Rainbow Resource Center	3387192	6/12/2021	38.75	-	-	-	-	38.75
Rainbow Resource Center	3387200	6/12/2021	44.03	-	-	-	-	44.03
Rainbow Resource Center	3387221	6/12/2021	63.77	-	-	-	-	63.77
Rainbow Resource Center	3387225	6/12/2021	11.27	-	-	-	-	11.27
Rainbow Resource Center	3387230	6/12/2021	27.92	-	-	-	-	27.92
Rainbow Resource Center	3387242	6/12/2021	119.52	-	-	-	-	119.52
Rainbow Resource Center	3387247	6/12/2021	320.57	-	-	-	-	320.57
Rainbow Resource Center	3387455	6/12/2021	127.56	-	-	-	-	127.56
Rainbow Resource Center	3387513	6/12/2021	36.39	-	-	-	-	36.39
Rainbow Resource Center	3387514	6/12/2021	429.30	-	-	-	-	429.30
Rainbow Resource Center	3387515	6/12/2021	363.03	-	-	-	-	363.03
Rainbow Resource Center	3387516	6/12/2021	187.39	-	-	-	-	187.39
Rainbow Resource Center	3387517	6/12/2021	196.83	-	-	-	-	196.83
Rainbow Resource Center	3387518	6/12/2021	93.14	-	-	-	-	93.14
Rainbow Resource Center	3387519	6/12/2021	148.17	-	-	-	-	148.17
Rainbow Resource Center	3387523	6/12/2021	40.67	-	-	-	-	40.67
Rainbow Resource Center	3387524	6/12/2021	143.44	-	-	-	-	143.44
Rainbow Resource Center	3387626	6/12/2021	80.57	-	-	-	-	80.57
Rainbow Resource Center	3387860	6/12/2021	167.61	-	-	-	-	167.61
Rainbow Resource Center	3388043	6/13/2021	486.85	-	-	-	-	486.85
Rainbow Resource Center	3388050	6/13/2021	103.21	-	-	-	-	103.21
Rainbow Resource Center	3388054	6/13/2021	140.41	-	-	-	-	140.41
Rainbow Resource Center	3388069	6/13/2021	111.93	-	-	-	-	111.93
Rainbow Resource Center	3388312	6/13/2021	117.23	-	-	-	-	117.23
Rainbow Resource Center	3388317	6/13/2021	206.30	-	-	-	-	206.30
Rainbow Resource Center	3388465	6/13/2021	121.42	-	-	-	-	121.42
Rainbow Resource Center	3388509	6/13/2021	171.00	-	-	-	-	171.00
Rainbow Resource Center	3388586	6/13/2021	27.92	-	-	-	-	27.92

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Rainbow Resource Center	3388649	6/13/2021	88.32	-	-	-	-	88.32
Rainbow Resource Center	3388726	6/16/2021	47.42	-	-	-	-	47.42
Rainbow Resource Center	3388729	6/16/2021	38.61	-	-	-	-	38.61
Rainbow Resource Center	3388848	6/16/2021	80.05	-	-	-	-	80.05
Rainbow Resource Center	3388855	6/16/2021	186.82	-	-	-	-	186.82
Rainbow Resource Center	3388856	6/16/2021	449.96	-	-	-	-	449.96
Rainbow Resource Center	3389073	6/16/2021	50.59	-	-	-	-	50.59
Rainbow Resource Center	3389091	6/16/2021	81.18	-	-	-	-	81.18
Rainbow Resource Center	3389282	6/16/2021	195.23	-	-	-	-	195.23
Rainbow Resource Center	3389288	6/16/2021	20.42	-	-	-	-	20.42
Rainbow Resource Center	3389339	6/16/2021	16.07	-	-	-	-	16.07
Rainbow Resource Center	3389395	6/16/2021	121.23	-	-	-	-	121.23
Rainbow Resource Center	3389399	6/16/2021	345.63	-	-	-	-	345.63
Rainbow Resource Center	3389400	6/16/2021	345.63	-	-	-	-	345.63
Rainbow Resource Center	3389900	6/17/2021	127.16	-	-	-	-	127.16
Rainbow Resource Center	3390602	6/17/2021	15.54	-	-	-	-	15.54
Rainbow Resource Center	3390697	6/17/2021	119.69	-	-	-	-	119.69
Rainbow Resource Center	3390894	6/17/2021	55.29	-	-	-	-	55.29
Rainbow Resource Center	3390909	6/17/2021	191.19	-	-	-	-	191.19
Rainbow Resource Center	3390910	6/17/2021	122.10	-	-	-	-	122.10
Rainbow Resource Center	3390988	6/17/2021	52.76	-	-	-	-	52.76
Rainbow Resource Center	3391376	6/18/2021	76.34	-	-	-	-	76.34
Rainbow Resource Center	3391378	6/18/2021	52.76	-	-	-	-	52.76
Rainbow Resource Center	3391382	6/18/2021	119.05	-	-	-	-	119.05
Rainbow Resource Center	3391721	6/18/2021	39.04	-	-	-	-	39.04
Rainbow Resource Center	3391722	6/18/2021	65.59	-	-	-	-	65.59
Rainbow Resource Center	3392508	6/19/2021	28.41	-	-	-	-	28.41
Teaching Textbooks	34446	5/20/2021	165.40	-	-	-	-	165.40
Teaching Textbooks	34483	5/26/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34487	5/26/2021	98.53	-	-	-	-	98.53
Teaching Textbooks	34488	5/26/2021	142.53	-	-	-	-	142.53
Teaching Textbooks	34490	5/27/2021	67.08	-	-	-	-	67.08
Teaching Textbooks	34492	5/27/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34546	6/6/2021	67.08	-	-	-	-	67.08
Teaching Textbooks	34547	6/6/2021	43.08	-	-	-	-	43.08

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Teaching Textbooks	34550	6/6/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34578	6/10/2021	55.08	-	-	-	-	55.08
Teaching Textbooks	34579	6/10/2021	55.08	-	-	-	-	55.08
Teaching Textbooks	34580	6/10/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34586	6/10/2021	55.08	-	-	-	-	55.08
Teaching Textbooks	34587	6/10/2021	67.08	-	-	-	-	67.08
Teaching Textbooks	34594	6/10/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34595	6/10/2021	67.08	-	-	-	-	67.08
Teaching Textbooks	34596	6/10/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34597	6/10/2021	43.08	-	-	-	-	43.08
Teaching Textbooks	34599	6/10/2021	55.08	-	-	-	-	55.08
Teaching Textbooks	34616	6/10/2021	98.53	-	-	-	-	98.53
Teaching Textbooks	34617	6/10/2021	98.53	-	-	-	-	98.53
Teaching Textbooks	34618	6/10/2021	110.53	-	-	-	-	110.53
Teaching Textbooks	34663	6/19/2021	67.08	-	-	-	-	67.08
DBL Enterprises, Inc. dba Allstars Driving	360	4/26/2021	49.00	-	-	-	-	49.00
Timberdoodle.com	361810	6/6/2021	1,249.54	-	-	-	-	1,249.54
Timberdoodle.com	362155	6/14/2021	189.29	-	-	-	-	189.29
Timberdoodle.com	362425	6/19/2021	192.09	-	-	-	-	192.09
Timberdoodle.com	362432	6/19/2021	429.29	-	-	-	-	429.29
Kim Snow's Music Studio	3677	5/30/2021	140.00	-	-	-	-	140.00
Kitchen Stewardship LLC	370	6/13/2021	49.95	-	-	-	-	49.95
Kim Snow's Music Studio	3708	5/30/2021	140.00	-	-	-	-	140.00
Activities for Learning Inc.	383029	6/6/2021	26.75	-	-	-	-	26.75
Activities for Learning Inc.	383045	6/10/2021	99.83	-	-	-	-	99.83
Activities for Learning Inc.	383064	6/12/2021	131.18	-	-	-	-	131.18
Bitsbox	3869	5/30/2021	86.85	-	-	-	-	86.85
Therapeutic Language Clinic, Inc.	3932	5/30/2021	800.00	-	-	-	-	800.00
Natalya Tuzlov	4	6/5/2021	473.00	-	-	-	-	473.00
All Star Gymnastics	401	5/31/2021	377.60	-	-	-	-	377.60
Lake View Charter School	4022021	5/31/2021	6,304.52	-	-	-	-	6,304.52
Jane Johnson Speech Therapy	40378	5/30/2021	710.00	-	-	-	-	710.00
Jane Johnson Speech Therapy	40379	5/30/2021	715.00	-	-	-	-	715.00
Jane Johnson Speech Therapy	40380	5/30/2021	110.00	-	-	-	-	110.00
Jane Johnson Speech Therapy	40381	5/30/2021	495.00	-	-	-	-	495.00

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Singapore Math, Inc.	409510	4/2/2021	56.42	-	-	-	-	56.42
Singapore Math, Inc.	409539	4/3/2021	54.39	-	-	-	-	54.39
Singapore Math, Inc.	415187	5/28/2021	117.88	-	-	-	-	117.88
Singapore Math, Inc.	415195	5/28/2021	103.44	-	-	-	-	103.44
Singapore Math, Inc.	416374	6/11/2021	132.68	-	-	-	-	132.68
Singapore Math, Inc.	416377	6/11/2021	132.68	-	-	-	-	132.68
Singapore Math, Inc.	416378	6/11/2021	106.58	-	-	-	-	106.58
Loretta Oborn	44	5/29/2021	360.00	-	-	-	-	360.00
Provenance	4937	6/2/2021	15.96	-	-	-	-	15.96
Tutor me Please	5	6/7/2021	1,100.00	-	-	-	-	1,100.00
The Curiosity Collective	50	5/30/2021	700.00	-	-	-	-	700.00
Silicon Valley High School Inc	50-0094	5/7/2021	95.00	-	-	-	-	95.00
Silicon Valley High School Inc	50-0095	5/7/2021	95.00	-	-	-	-	95.00
Silicon Valley High School Inc	50-0097	5/7/2021	380.00	-	-	-	-	380.00
Silicon Valley High School Inc	50-0098	5/7/2021	95.00	-	-	-	-	95.00
Silicon Valley High School Inc	50-0099	5/7/2021	95.00	-	-	-	-	95.00
Silicon Valley High School Inc	50-0100	5/7/2021	190.00	-	-	-	-	190.00
Silicon Valley High School Inc	50-0101	5/7/2021	95.00	-	-	-	-	95.00
The Library Store	503012	6/6/2021	2,349.64	-	-	-	-	2,349.64
Christine Land	5072021EL	6/6/2021	304.50	-	-	-	-	304.50
Elite Studio of Dance	52045	5/31/2021	82.50	-	-	-	-	82.50
First Choice Tutoring	523	6/2/2021	441.00	-	-	-	-	441.00
First Choice Tutoring	526	6/2/2021	180.00	-	-	-	-	180.00
Elite Studio of Dance	52676	5/31/2021	32.19	-	-	-	-	32.19
Elite Studio of Dance	52677	5/31/2021	128.75	-	-	-	-	128.75
First Choice Tutoring	527	6/2/2021	180.00	-	-	-	-	180.00
First Choice Tutoring	528	6/2/2021	180.00	-	-	-	-	180.00
First Choice Tutoring	529	6/2/2021	180.00	-	-	-	-	180.00
The Curiosity Collective	53	5/30/2021	720.00	-	-	-	-	720.00
First Choice Tutoring	530	6/2/2021	180.00	-	-	-	-	180.00
Bob Sweat M.Ed.MAT, Tutoring	531	5/30/2021	100.00	-	-	-	-	100.00
Peace Hill Press, Inc. dba Well Trained N	53873	5/23/2021	32.00	-	-	-	-	32.00
Peace Hill Press, Inc. dba Well Trained N	53934	6/11/2021	266.49	-	-	-	-	266.49
Peace Hill Press, Inc. dba Well Trained N	53981	6/19/2021	90.49	-	-	-	-	90.49
Slava Swim - Viacheslav Shyrshov	55	6/19/2021	540.00	-	-	-	-	540.00

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A Brighter Child, Inc	56496	6/19/2021	325.00	-	-	-	-	325.00
A Brighter Child, Inc	56497	6/19/2021	325.00	-	-	-	-	325.00
A Brighter Child, Inc	56528	5/28/2021	220.00	-	-	-	-	220.00
A Brighter Child, Inc	56529	5/28/2021	220.00	-	-	-	-	220.00
A Brighter Child, Inc	56719	5/28/2021	220.00	-	-	-	-	220.00
A Brighter Child, Inc	56722	6/19/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	56738	6/19/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	56740	5/22/2021	90.00	-	-	-	-	90.00
A Brighter Child, Inc	56742	6/19/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	56795	6/19/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	56796	6/19/2021	250.00	-	-	-	-	250.00
A Brighter Child, Inc	56798	6/20/2021	150.00	-	-	-	-	150.00
A Brighter Child, Inc	56801	6/19/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	56817	6/19/2021	167.92	-	-	-	-	167.92
A Brighter Child, Inc	56947	6/18/2021	25.85	-	-	-	-	25.85
A Brighter Child, Inc	56954	5/28/2021	220.00	-	-	-	-	220.00
A Brighter Child, Inc	57118	6/19/2021	90.00	-	-	-	-	90.00
A Brighter Child, Inc	57125	5/28/2021	220.00	-	-	-	-	220.00
A Brighter Child, Inc	57152	5/21/2021	120.00	-	-	-	-	120.00
A Brighter Child, Inc	57257	6/20/2021	125.00	-	-	-	-	125.00
A Brighter Child, Inc	57562	5/22/2021	389.28	-	-	-	-	389.28
A Brighter Child, Inc	57905	6/6/2021	334.37	-	-	-	-	334.37
A Brighter Child, Inc	57906	6/6/2021	114.64	-	-	-	-	114.64
A Brighter Child, Inc	57966	5/23/2021	361.06	-	-	-	-	361.06
A Brighter Child, Inc	57967	5/22/2021	200.26	-	-	-	-	200.26
A Brighter Child, Inc	57972	6/6/2021	165.85	-	-	-	-	165.85
A Brighter Child, Inc	57979	6/6/2021	639.17	-	-	-	-	639.17
A Brighter Child, Inc	57982	6/6/2021	565.87	-	-	-	-	565.87
A Brighter Child, Inc	57983	6/6/2021	107.07	-	-	-	-	107.07
A Brighter Child, Inc	57990	6/6/2021	838.14	-	-	-	-	838.14
A Brighter Child, Inc	58002	6/6/2021	17.23	-	-	-	-	17.23
A Brighter Child, Inc	58003	6/6/2021	17.23	-	-	-	-	17.23
A Brighter Child, Inc	58012	6/6/2021	115.16	-	-	-	-	115.16
A Brighter Child, Inc	58013	6/6/2021	154.83	-	-	-	-	154.83
A Brighter Child, Inc	58014	5/22/2021	310.79	-	-	-	-	310.79

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Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
A Brighter Child, Inc	58039	6/19/2021	98.01	-	-	-	-	98.01
A Brighter Child, Inc	58057	6/6/2021	205.73	-	-	-	-	205.73
A Brighter Child, Inc	58059	6/6/2021	430.62	-	-	-	-	430.62
A Brighter Child, Inc	58066	5/22/2021	460.35	-	-	-	-	460.35
A Brighter Child, Inc	58078	6/6/2021	294.89	-	-	-	-	294.89
A Brighter Child, Inc	58083	6/6/2021	93.72	-	-	-	-	93.72
A Brighter Child, Inc	58085	6/6/2021	45.22	-	-	-	-	45.22
A Brighter Child, Inc	58086	6/6/2021	218.09	-	-	-	-	218.09
A Brighter Child, Inc	58087	6/6/2021	183.08	-	-	-	-	183.08
A Brighter Child, Inc	58129	5/23/2021	122.48	-	-	-	-	122.48
A Brighter Child, Inc	58130	6/6/2021	277.75	-	-	-	-	277.75
A Brighter Child, Inc	58131	6/6/2021	412.37	-	-	-	-	412.37
A Brighter Child, Inc	58133	5/23/2021	155.08	-	-	-	-	155.08
A Brighter Child, Inc	58134	5/23/2021	102.28	-	-	-	-	102.28
A Brighter Child, Inc	58147	6/19/2021	86.11	-	-	-	-	86.11
A Brighter Child, Inc	58149	6/6/2021	460.12	-	-	-	-	460.12
A Brighter Child, Inc	58151	6/6/2021	371.16	-	-	-	-	371.16
A Brighter Child, Inc	58152	6/6/2021	71.07	-	-	-	-	71.07
A Brighter Child, Inc	58203	6/18/2021	500.85	-	-	-	-	500.85
A Brighter Child, Inc	58211	6/6/2021	706.28	-	-	-	-	706.28
A Brighter Child, Inc	58212	6/6/2021	527.47	-	-	-	-	527.47
A Brighter Child, Inc	58213	6/6/2021	454.53	-	-	-	-	454.53
A Brighter Child, Inc	58222	6/6/2021	393.14	-	-	-	-	393.14
A Brighter Child, Inc	58223	6/6/2021	196.19	-	-	-	-	196.19
A Brighter Child, Inc	58230	6/19/2021	759.21	-	-	-	-	759.21
A Brighter Child, Inc	58231	6/19/2021	852.86	-	-	-	-	852.86
A Brighter Child, Inc	58235	6/19/2021	431.25	-	-	-	-	431.25
A Brighter Child, Inc	58247	6/19/2021	538.69	-	-	-	-	538.69
A Brighter Child, Inc	58257	6/19/2021	269.18	-	-	-	-	269.18
A Brighter Child, Inc	58258	6/19/2021	442.30	-	-	-	-	442.30
A Brighter Child, Inc	58265	6/19/2021	773.91	-	-	-	-	773.91
A Brighter Child, Inc	58266	6/19/2021	344.09	-	-	-	-	344.09
A Brighter Child, Inc	58300	5/22/2021	139.94	-	-	-	-	139.94
A Brighter Child, Inc	58302	6/6/2021	269.25	-	-	-	-	269.25
A Brighter Child, Inc	58303	6/6/2021	266.01	-	-	-	-	266.01

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A Brighter Child, Inc	58305	6/19/2021	385.45	-	-	-	-	385.45
A Brighter Child, Inc	58306	6/6/2021	362.79	-	-	-	-	362.79
A Brighter Child, Inc	58332	6/6/2021	24.77	-	-	-	-	24.77
A Brighter Child, Inc	58333	6/6/2021	11.85	-	-	-	-	11.85
Nicole Corrine McClanahan	59	5/29/2021	1,190.50	-	-	-	-	1,190.50
Annie Russell	6	5/27/2021	450.00	-	-	-	-	450.00
Evitta Gantt	6_C_ 2021	6/2/2021	104.72	-	-	-	-	104.72
Ride to Walk, Inc	6423	5/31/2021	500.00	-	-	-	-	500.00
Shannon Draper's Music Studio	645	5/30/2021	255.00	-	-	-	-	255.00
Ride to Walk, Inc	6470	5/31/2021	250.00	-	-	-	-	250.00
Ride to Walk, Inc	6482	5/31/2021	500.00	-	-	-	-	500.00
CBC Therapeutic Horseback Riding Acad	65	5/27/2021	1,500.00	-	-	-	-	1,500.00
Honest History Co	6589	6/13/2021	59.46	-	-	-	-	59.46
Honest History Co	6602	6/13/2021	59.71	-	-	-	-	59.71
Pacific Institute of Music	674	5/27/2021	1,370.00	-	-	-	-	1,370.00
Savvas Learning Company LLC	6800251712	5/9/2020	200.32	-	-	-	-	200.32
Asten Fallavollita	69	5/31/2021	984.00	-	-	-	-	984.00
Annie Russell	7	5/27/2021	405.00	-	-	-	-	405.00
Evitta Gantt	7_C_ 2021	6/2/2021	69.87	-	-	-	-	69.87
Drew's Art Box LLC	7076-9120	5/30/2021	35.00	-	-	-	-	35.00
Institute for Excellence in Writing	727817	11/7/2020	58.80	-	-	-	-	58.80
Institute for Excellence in Writing	729441	11/7/2020	22.52	-	-	-	-	22.52
MoxieBox Art, Inc	7616	6/1/2021	71.59	-	-	-	-	71.59
MoxieBox Art, Inc	7641	6/17/2021	107.39	-	-	-	-	107.39
MoxieBox Art, Inc	7653	6/17/2021	143.18	-	-	-	-	143.18
MoxieBox Art, Inc	7654	6/17/2021	107.39	-	-	-	-	107.39
Institute for Excellence in Writing	776287	5/22/2021	37.10	-	-	-	-	37.10
Institute for Excellence in Writing	777733	5/27/2021	172.55	-	-	-	-	172.55
Institute for Excellence in Writing	777735	5/27/2021	203.79	-	-	-	-	203.79
Institute for Excellence in Writing	777740	5/27/2021	202.90	-	-	-	-	202.90
Institute for Excellence in Writing	777922	5/28/2021	172.55	-	-	-	-	172.55
Institute for Excellence in Writing	778665	6/3/2021	115.39	-	-	-	-	115.39
Institute for Excellence in Writing	779172	6/4/2021	98.91	-	-	-	-	98.91
Institute for Excellence in Writing	779173	6/4/2021	73.00	-	-	-	-	73.00
Institute for Excellence in Writing	779282	6/11/2021	213.19	-	-	-	-	213.19

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Institute for Excellence in Writing	779338	6/11/2021	37.25	-	-	-	-	37.25
Institute for Excellence in Writing	779339	6/18/2021	58.80	-	-	-	-	58.80
Institute for Excellence in Writing	779450	6/11/2021	171.80	-	-	-	-	171.80
Institute for Excellence in Writing	779530	6/11/2021	68.79	-	-	-	-	68.79
Institute for Excellence in Writing	779966	6/11/2021	194.10	-	-	-	-	194.10
Institute for Excellence in Writing	779980	6/11/2021	87.14	-	-	-	-	87.14
Institute for Excellence in Writing	780062	6/11/2021	53.41	-	-	-	-	53.41
Institute for Excellence in Writing	780063	6/11/2021	37.25	-	-	-	-	37.25
Institute for Excellence in Writing	780361	6/18/2021	116.08	-	-	-	-	116.08
Brandy Ruscica	79	5/28/2021	297.50	-	-	-	-	297.50
Drew's Art Box LLC	7900-9654	5/30/2021	35.00	-	-	-	-	35.00
Dino Lingo Inc	79232-P014-INV	5/31/2021	119.00	-	-	-	-	119.00
Divergence Dance Conservatory	8	6/3/2021	2,000.00	-	-	-	-	2,000.00
Annie Russell		5/27/2021	450.00	-	-	-	-	450.00
Next Level Dance Center		6/4/2021	114.00	-	-	-	-	114.00
Evitta Gantt	8_C_ 2021	6/2/2021	80.00	-	-	-	-	80.00
Bright Solutions For Dyslexia, LLC	88-91884	6/19/2021	1,122.35	-	-	-	-	1,122.35
Bright Solutions For Dyslexia, LLC	88-91902	6/20/2021	338.20	-	-	-	-	338.20
Bright Solutions For Dyslexia, LLC	88-91903	6/20/2021	392.08	-	-	-	-	392.08
Next Level Dance Center	9	6/4/2021	114.00	-	-	-	-	114.00
Annie Russell		5/27/2021	315.00	-	-	-	-	315.00
Evitta Gantt	9_C_ 2021	5/28/2021	360.00	-	-	-	-	360.00
All About Learning Press, Inc.	906661	5/29/2021	208.75	-	-	-	-	208.75
All About Learning Press, Inc.	906707	6/5/2021	57.95	-	-	-	-	57.95
All About Learning Press, Inc.	906711	6/5/2021	159.90	-	-	-	-	159.90
All About Learning Press, Inc.	906737	6/10/2021	47.90	-	-	-	-	47.90
All About Learning Press, Inc.	906738	6/10/2021	47.90	-	-	-	-	47.90
All About Learning Press, Inc.	906739	6/10/2021	47.90	-	-	-	-	47.90
All About Learning Press, Inc.	906740	6/10/2021	48.90	-	-	-	-	48.90
All About Learning Press, Inc.	906741	6/10/2021	22.85	-	-	-	-	22.85
All About Learning Press, Inc.	906747	6/10/2021	136.70	-	-	-	-	136.70
All About Learning Press, Inc.	906753	6/10/2021	159.90	-	-	-	-	159.90
All About Learning Press, Inc.	906759	6/10/2021	144.90	-	-	-	-	144.90
All About Learning Press, Inc.	906763	6/10/2021	181.75	-	-	-	-	181.75
All About Learning Press, Inc.	906765	6/10/2021	107.75	-	-	-	-	107.75

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All About Learning Press, Inc.	906766	6/10/2021	111.65	-	-	-	-	111.65
The Lampo Group, LLC	9359623	6/4/2021	148.62	-	-	-	-	148.62
Dino Lingo Inc	93982-P005-INV	5/25/2021	119.00	-	-	-	-	119.00
Wieser Educational	94853	5/22/2021	165.82	-	-	-	-	165.82
Kovar's Satori Academy of Martial Arts	95652-C003-TCS	6/6/2021	100.00	-	-	-	-	100.00
Alisher Sodikov	A73	6/3/2021	140.00	-	-	-	-	140.00
MEL Science U.S. LLC	AB2021052104	6/21/2021	209.40	-	-	-	-	209.40
Stephanie Morris	AC24	6/12/2021	342.00	-	-	-	-	342.00
Stephanie Morris	AC25	6/12/2021	342.00	-	-	-	-	342.00
Kovars Martial Arts-Roseville	Apr'21 Crawford	6/2/2021	780.00	-	-	-	-	780.00
KiwiCo, Inc	APR-21-COTTON-1	5/30/2021	2,329.62	-	-	-	-	2,329.62
KiwiCo, Inc	APR-21-COTTON-2	5/30/2021	3,570.41	-	-	-	-	3,570.41
Kovars Martial Arts-Roseville	APR/May'21	5/30/2021	1,305.72	-	-	-	-	1,305.72
Kovars, Inc - Waterman	BAUGHMAY21	6/7/2021	416.00	-	-	-	-	416.00
Erin Gabriele	BC1000	6/9/2021	640.00	-	-	-	-	640.00
MEL Science U.S. LLC	BM2021051601	6/15/2021	139.60	-	-	-	-	139.60
Healing Pastures	BRAMMER2021	6/14/2021	320.00	-	-	-	-	320.00
Kovars Martial Arts-Roseville	CarmMAY2021	6/18/2021	1,336.00	-	-	-	-	1,336.00
Healing Pastures	CASTRO2021	6/14/2021	250.00	-	-	-	-	250.00
Stephanie Morris	CC20	6/12/2021	180.00	-	-	-	-	180.00
Stephanie Morris	CC21	6/12/2021	180.00	-	-	-	-	180.00
Healing Pastures	CLIFTON	6/14/2021	50.00	-	-	-	-	50.00
Nancy Barcal	Co-042021	5/30/2021	2,530.00	-	-	-	-	2,530.00
Belinda Costa	COST051821	5/18/2021	70.68	-	-	-	-	70.68
Eric Hall & Associates LLC	COT 2021:04	6/10/2021	9,830.00	-	-	-	-	9,830.00
Healing Pastures	CRUZ2021	6/14/2021	1,080.00	-	-	-	-	1,080.00
Sheri Joyce aka Well Read Fred Writing	CW-0421	6/5/2021	480.00	-	-	-	-	480.00
Linda Reams	CW9	5/28/2021	120.00	-	-	-	-	120.00
Laura Chiappe	CWS 2021-100	6/18/2021	3,780.00	-	-	-	-	3,780.00
Galaxy Dance Arts, LLC	CWS-JK-4-2021	6/1/2021	145.00	-	-	-	-	145.00
Galaxy Dance Arts, LLC	CWS-JK-5-2021	6/1/2021	145.00	-	-	-	-	145.00
Moria McAfee	CWS_05072021	6/7/2021	4,800.00	-	-	-	-	4,800.00
Brenda Williams	CWS20211	6/3/2021	3,205.00	-	-	-	-	3,205.00
Educational Development Corporation	DIR9310989	5/30/2021	82.32	-	-	-	-	82.32
Educational Development Corporation	DIR9332370	6/3/2021	62.35	-	-	-	-	62.35

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Educational Development Corporation	DIR9337902	6/4/2021	68.87	-	-	-	-	68.87
Educational Development Corporation	DIR9342284	6/5/2021	24.98	-	-	-	-	24.98
Educational Development Corporation	DIR9342287	6/5/2021	7.99	-	-	-	-	7.99
Educational Development Corporation	DIR9372742	6/12/2021	17.66	-	-	-	-	17.66
MEL Science U.S. LLC	DT2021042502	5/25/2021	139.60	-	-	-	-	139.60
MEL Science U.S. LLC	EP2021042901	5/28/2021	209.40	-	-	-	-	209.40
MEL Science U.S. LLC	EP2021051302	6/12/2021	139.60	-	-	-	-	139.60
MEL Science U.S. LLC	EP2021051303	6/12/2021	139.60	-	-	-	-	139.60
Healing Pastures	FEELY2021	6/14/2021	600.00	-	-	-	-	600.00
Sarah McFadyen	Garrett11	6/10/2021	460.00	-	-	-	-	460.00
Sarah McFadyen	Garrett12	5/31/2021	920.00	-	-	-	-	920.00
Sarah McFadyen	Garrett13	6/10/2021	230.00	-	-	-	-	230.00
MEL Science U.S. LLC	GM2021042803	5/27/2021	209.40	-	-	-	-	209.40
Healing Pastures	HANSON2021	6/14/2021	300.00	-	-	-	-	300.00
Healing Pastures	HARBOUR	6/14/2021	180.00	-	-	-	-	180.00
Elemental Science	IN-3200	6/10/2021	28.59	-	-	-	-	28.59
Elemental Science	IN-3216	6/17/2021	176.55	-	-	-	-	176.55
Elemental Science	IN-3217	6/17/2021	84.69	-	-	-	-	84.69
Elemental Science	IN-3221	6/18/2021	138.54	-	-	-	-	138.54
Hillside Training Stables	INS051021T	6/9/2021	7,480.00	-	-	-	-	7,480.00
Learning Without Tears	INV108099	6/4/2021	19.78	-	-	-	-	19.78
Learning Without Tears	INV108233	6/5/2021	11.27	-	-	-	-	11.27
Learning Without Tears	INV108606	6/11/2021	46.58	-	-	-	-	46.58
Evan-Moor	INV312448	5/27/2021	43.98	-	-	-	-	43.98
Evan-Moor	INV312484	5/28/2021	49.85	-	-	-	-	49.85
Evan-Moor	INV312499	5/28/2021	33.21	-	-	-	-	33.21
Evan-Moor	INV313512	6/9/2021	78.58	-	-	-	-	78.58
Evan-Moor	INV313913	6/12/2021	36.44	-	-	-	-	36.44
Evan-Moor	INV314554	6/20/2021	162.18	-	-	-	-	162.18
PresenceLearning, Inc.	INV42760	6/4/2021	900.00	-	-	-	-	900.00
Logic of English	INW1110	5/27/2021	119.16	-	-	-	-	119.16
Logic of English	INW1111	5/27/2021	65.28	-	-	-	-	65.28
Logic of English	INW1112	5/27/2021	82.52	-	-	-	-	82.52
Logic of English	INW1113	5/27/2021	178.04	-	-	-	-	178.04
Logic of English	INW1116	5/27/2021	31.79	-	-	-	-	31.79

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Logic of English	INW1119	5/27/2021	54.29	-	-	-	-	54.29
Lana Knyazev	Ivan-04-2021-9	5/29/2021	540.00	-	-	-	-	540.00
Lana Knyazev	Ivan-05-2021-1213	6/13/2021	120.00	-	-	-	-	120.00
Lana Knyazev	Ivan-05-2021-2	6/2/2021	104.00	-	-	-	-	104.00
Kovar's Satori Academy	JURGERAPRMAY21	6/7/2021	390.00	-	-	-	-	390.00
Healing Pastures	KIRBY2021	6/14/2021	240.00	-	-	-	-	240.00
Lana Knyazev	Lida-04-2021-10	5/29/2021	600.00	-	-	-	-	600.00
CB Music	Invoice17018	6/19/2021	5,897.24	-	-	-	-	5,897.24
Stepping Stones Riding Program	M0077007	5/23/2021	1,261.50	-	-	-	-	1,261.50
Carrie Morris	MAATCS2S21	6/5/2021	645	-	-	-	-	645
EFSAC	Mach-21	5/29/2021	513	-	-	-	-	513
James Daniel MacKinnon	MACK053121	5/31/2021	1,500	-	-	-	-	1,500
KiwiCo, Inc	MAY-21-COTTON-1	6/14/2021	2,954	-	-	-	-	2,954
Nessy Learning LLC	NESUS3927	6/2/2021	140	-	-	-	-	140
Kovars, Inc - Waterman	OBIFEBAPR21	6/7/2021	173	-	-	-	-	173
HTP Services, Inc	ORD103634	6/10/2021	330	-	-	-	-	330
HTP Services, Inc	ORD103994	6/10/2021	1,128	-	-	-	-	1,128
HTP Services, Inc	ORD104133	6/10/2021	705	-	-	-	-	705
HTP Services, Inc	ORD106674	6/10/2021	330	-	-	-	-	330
HTP Services, Inc	ORD109243	6/10/2021	564	-	-	-	-	564
HTP Services, Inc	ORD112541	6/10/2021	285	-	-	-	-	285
Summit Martial Arts and Leadership Academy	P06-052021	6/9/2021	400	-	-	-	-	400
Discount School Supply	P40401840101	6/5/2021	282	-	-	-	-	282
Writing With Kris	PO 21SprCW5	5/31/2021	1,115	-	-	-	-	1,115
MEL Science U.S. LLC	RW2021051403	6/13/2021	314	-	-	-	-	314
Lara McCay	S2021	6/8/2021	1,790	-	-	-	-	1,790
Inspire Learning Academy	S2103	6/10/2021	3,350	-	-	-	-	3,350
Inspire Learning Academy	S2104	6/10/2021	3,800	-	-	-	-	3,800
BrightThinker	SINV2919	5/23/2021	124	-	-	-	-	124
BrightThinker	SINV2922	5/29/2021	249	-	-	-	-	249
Kovars, Inc - Waterman	SMITHEMAY21	6/7/2021	195	-	-	-	-	195
4EEE	SP21-003	5/28/2021	5,802	-	-	-	-	5,802
4EEE	SP21-005	6/5/2021	906	-	-	-	-	906
On The GO Academy	Spring 2021-46	6/2/2021	200	-	-	-	-	200
On The GO Academy	Spring 2021-47	6/2/2021	250	-	-	-	-	250

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On The GO Academy	Spring 2021-48	6/2/2021	200	-	-	-	-	200
On The GO Academy	Spring 2021-58	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-59	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-60	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-61	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-62	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-63	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-64	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-65	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-66	6/14/2021	100	-	-	-	-	100
On The GO Academy	Spring 2021-67	6/14/2021	400	-	-	-	-	400
Kaitlyn Brennan	SPRING21	6/3/2021	750	-	-	-	-	750
MEL Science U.S. LLC	ST2021051406	6/13/2021	209	-	-	-	-	209
Time4Learning.com	T4L13152	5/29/2021	65	-	-	-	-	65
Auburn Gymnastics Center	TCS-006	6/2/2021	200	-	-	-	-	200
Tamraloo Music	TLS202105CWS	6/30/2021	265	-	-	-	-	265
Sarah McFadyen	Underwood7	5/31/2021	690	-	-	-	-	690
Rodina Elite Gymnastics Academy	VK10	6/4/2021	600	-	-	-	-	600
Dragonfire Farm	Watkins6	5/30/2021	400	-	-	-	-	400
Dragonfire Farm	Watkins7	6/4/2021	60	-	-	-	-	60
History Unboxed LLC	wc-10234HU	5/27/2021	123	-	-	-	-	123
History Unboxed LLC	wc-10242HU	5/30/2021	471	-	-	-	-	471
History Unboxed LLC	wc-10353HU	5/30/2021	179	-	-	-	-	179
History Unboxed LLC	wc-10421HU	6/2/2021	64	-	-	-	-	64
History Unboxed LLC	wc-10462HU	6/2/2021	66	-	-	-	-	66
History Unboxed LLC	wc-10468HU	6/2/2021	64	-	-	-	-	64
History Unboxed LLC	wc-10479HU	6/2/2021	168	-	-	-	-	168
History Unboxed LLC	wc-10523HU	6/2/2021	291	-	-	-	-	291
History Unboxed LLC	wc-10542HU	6/10/2021	168	-	-	-	-	168
History Unboxed LLC	wc-10571HU	6/10/2021	179	-	-	-	-	179
History Unboxed LLC	wc-10577HU	6/10/2021	168	-	-	-	-	168
History Unboxed LLC	wc-10630HU	6/12/2021	319	-	-	-	-	319
History Unboxed LLC	wc-10634HU	6/12/2021	64	-	-	-	-	64
History Unboxed LLC	wc-10635HU	6/12/2021	66	-	-	-	-	66
History Unboxed LLC	wc-10636HU	6/12/2021	169	-	-	-	-	169

The Cottonwood School

Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
History Unboxed LLC	wc-10637HU	6/12/2021	168	-	-	-	-	168
History Unboxed LLC	wc-10665HU	6/12/2021	237	-	-	-	-	237
History Unboxed LLC	wc-10669HU	6/12/2021	139	-	-	-	-	139
History Unboxed LLC	wc-10676HU	6/12/2021	138	-	-	-	-	138
History Unboxed LLC	wc-10679HU	6/12/2021	123	-	-	-	-	123
History Unboxed LLC	wc-10693HU	6/12/2021	291	-	-	-	-	291
History Unboxed LLC	wc-10700HU	6/12/2021	236	-	-	-	-	236
History Unboxed LLC	wc-10701HU	6/12/2021	236	-	-	-	-	236
History Unboxed LLC	wc-10708HU	6/12/2021	181	-	-	-	-	181
History Unboxed LLC	wc-10754HU	6/12/2021	347	-	-	-	-	347
History Unboxed LLC	wc-10800HU	6/12/2021	169	-	-	-	-	169
History Unboxed LLC	wc-10831HU	6/12/2021	179	-	-	-	-	179
History Unboxed LLC	wc-10832HU	6/12/2021	99	-	-	-	-	99
History Unboxed LLC	wc-10833HU	6/12/2021	99	-	-	-	-	99
History Unboxed LLC	wc-10872HU	6/12/2021	558	-	-	-	-	558
History Unboxed LLC	wc-10873HU	6/12/2021	468	-	-	-	-	468
History Unboxed LLC	wc-10996HU	6/12/2021	65	-	-	-	-	65
History Unboxed LLC	wc-11012HU	6/12/2021	231	-	-	-	-	231
History Unboxed LLC	wc-11023HU	6/12/2021	65	-	-	-	-	65
History Unboxed LLC	wc-11024HU	6/12/2021	169	-	-	-	-	169
History Unboxed LLC	wc-11025HU	6/12/2021	65	-	-	-	-	65
History Unboxed LLC	wc-11043HU	6/12/2021	65	-	-	-	-	65
History Unboxed LLC	WC-11047HU	6/12/2021	231	-	-	-	-	231
History Unboxed LLC	wc-11057HU	6/13/2021	559	-	-	-	-	559
Debra Heiden	YFT-TCS-2021-1000	6/16/2020	1,980	-	-	-	-	1,980
Total Outstanding Payables in May			\$ 289,640	\$ -	\$ -	\$ -	\$ -	\$ 289,640

The Cottonwood School

Due (To)/From All Inspire Charter School Locations

For the period ended May 31, 2021

	Account Balance
9180 Due (to)/from Inspire Charter Services	\$ 320,152
Total Due (To)/From Balance	\$ 320,152

Cover Sheet

2021-2022 Cottonwood Budget

Section: III. Finance
Item: B. 2021-2022 Cottonwood Budget
Purpose: Vote
Submitted by:
Related Material: FY22-Cottonwood Budget Presentation.pdf

BACKGROUND:
Presentation of the 2021-2022 Operating Budget



The Cottonwood School

FY21-22 Budget

Attendance and Data Metrics

Enrollment & Per Pupil Data		
	<u>FY21-22 Budget</u>	<u>FY20-21 Forecast</u>
<i>Average Enrollment</i>	2536	2474
<i>ADA</i>	2486	2426
<i>Attendance Rate</i>	98.0%	98.0%
<i>Unduplicated %</i>	40.0%	39.4%
<i>Revenue per ADA</i>	\$11,065	\$10,546
<i>Expenses per ADA</i>	\$10,600	\$9,805

Average Daily Attendance (ADA) by Site

- High School Seat-Based: 60
- Non-Classroom Base: 2426

Revenue

- **8% increase in budgeted revenue driven by:**
 - **5.07%** increase in LCFF rates.
 - Increase in total enrollment.
 - Title I & II funding – **\$325K**.
 - Elementary and Secondary School Relief Funds II (ESSER)- **\$254k**.
 - Expanded Learning Opportunities Grant - **\$625k**.

Revenue

State Aid-Rev Limit
Federal Revenue
Other State Revenue
Other Local Revenue

Total Revenue

<i>Annual/Full Year</i>		
FY21-22 Budget	FY20-21 Forecast	Inc/(Dec)
\$ 23,900,514	\$ 21,973,683	\$ 1,926,831
902,609	1,371,008	(468,399)
2,700,653	2,210,152	490,501
-	25,266	(25,266)
<u>\$ 27,503,776</u>	<u>\$ 25,580,110</u>	<u>\$ 1,923,666</u>

Expense

- **11% increase in budgeted expenses driven by:**
 - Increase to total Staffing & associated Benefits.
 - Localizing vendor services.
 - Increase in Student Spending allocation.

Expenses

Certificated Salaries
Classified Salaries
Benefits
Books and Supplies
Subagreement Services
Operations
Facilities
Professional Services
Depreciation
Interest

Total Expenses

<i>Annual/Full Year</i>		
FY21-22 Budget	FY20-21 Forecast	Inc/(Dec)
\$ 10,687,821	\$ 9,275,544	\$ 1,412,277
1,450,834	381,350	\$ 1,069,484
3,503,464	2,772,900	\$ 730,564
5,152,390	4,300,754	\$ 851,636
2,891,033	3,858,990	\$ (967,957)
677,400	287,451	\$ 389,949
248,800	120,971	\$ 127,829
1,621,695	2,676,310	\$ (1,054,615)
-	1,248	\$ (1,248)
114,934	107,406	\$ 7,527
\$ 26,348,370	\$ 23,782,924	\$ 2,565,446

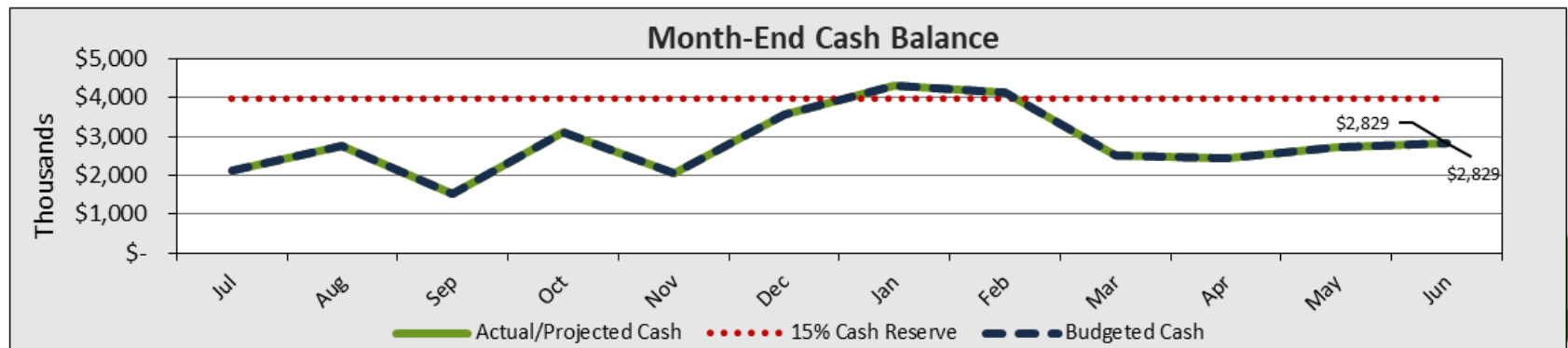
Fund Balance

- Budget surplus represents 4% of Annual Expenses.
- Increase to total Charter fund balance projected.

	<i>Annual/Full Year</i>		
	FY21-22 Budget	FY20-21 Forecast	Inc/(Dec)
Total Surplus(Deficit)	\$ 1,155,406	\$ 1,797,185	\$ (641,780)
Beginning Fund Balance	<u>3,553,905</u>	<u>1,756,719</u>	
Ending Fund Balance	<u>\$ 4,709,311</u>	<u>\$ 3,553,905</u>	
<i>As a % of Annual Expenses</i>	<i>17.9%</i>	<i>14.9%</i>	

Cash

- Receivable sales anticipated in Quarter 1 to sustain positive cash flow during period of FY20-21 LCFF deferral repayment.
- No additional receivable sale projected for Cottonwood.



Multi-Year Projections

- Multi-year surplus and increase to cash balance projected.

	2021-22	2022-23	2023-24
Total Revenue	\$ 27,503,776	\$ 27,220,307	\$ 27,982,374
Total Expenses	<u>26,348,370</u>	<u>26,168,881</u>	<u>26,693,570</u>
Annual Surplus	<u>1,155,405</u>	<u>1,051,425</u>	<u>1,288,804</u>
Beginning Fund Balance	<u>3,553,901</u>	<u>4,709,307</u>	<u>5,760,732</u>
Ending Fund Balance	<u>\$ 4,709,307</u>	<u>\$ 5,760,732</u>	<u>\$ 7,049,536</u>
<i>As a % of Annual Expenses</i>	17.9%	22.0%	26.4%
Ending Cash Balance	<u>\$ 2,829,017</u>	<u>\$ 3,826,870</u>	<u>\$ 5,047,773</u>

Appendix

- Monthly Cash Flow / Budget 21-22

The Cottonwood School

Monthly Cash Flow/Budget FY21-22

Revised 6/10/21

ADA = 2485.60



Revenues

State Aid - Revenue Limit

8011	LCFF State Aid	-	920,147	920,147	1,656,264	1,656,264	1,656,264	1,656,264	1,656,264	1,759,929	1,759,929	1,759,929	1,759,929	1,759,929
8012	Education Protection Account	-	-	-	124,280	-	-	124,280	-	-	124,280	-	-	124,280
8019	State Aid - Prior Year	-	-	-	-	-	-	-	-	-	-	-	-	-
8096	In Lieu of Property Taxes	-	261,561	523,122	348,748	348,748	348,748	348,748	348,748	651,237	325,618	325,618	325,618	325,618
		-	1,181,708	1,443,269	2,129,292	2,005,012	2,005,012	2,129,292	2,005,012	2,411,166	2,209,828	2,085,548	2,085,548	2,209,828

Federal Revenue

8181	Special Education - Entitlement	-	14,656	14,656	26,381	26,381	26,381	26,381	26,381	28,032	28,032	28,032	28,032	28,032
8182	Special Education - Discretionary	-	-	-	-	-	-	-	-	-	-	-	-	-
8220	Federal Child Nutrition	-	-	-	-	-	-	-	-	-	-	-	-	-
8290	Title I, Part A - Basic Low Income	-	-	67,321	-	-	201,964	-	-	-	-	-	-	-
8291	Title II, Part A - Teacher Quality	-	-	13,971	-	-	41,912	-	-	-	-	-	-	-
8293	Title III - Limited English	-	-	-	-	-	-	-	-	-	-	-	21,168	-
8294	Title V, Part B - PCSG	-	-	-	-	-	-	-	-	-	-	-	-	-
8295	Charter Facility Incentive Grant	-	-	-	-	-	-	-	-	-	-	-	-	-
8296	Other Federal Revenue	-	-	-	-	-	254,894	-	-	-	-	-	-	-
8299	Prior Year Federal Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	14,656	95,948	26,381	26,381	525,151	26,381	26,381	28,032	28,032	28,032	49,200	28,032

Other State Revenue

8311	State Special Education	-	74,338	74,338	133,809	133,809	133,809	133,809	133,809	142,184	142,184	142,184	142,184	142,184
8520	Child Nutrition	-	-	-	-	-	-	-	-	-	-	-	-	-
8545	School Facilities (SB740)	-	-	-	-	-	-	-	-	-	-	-	-	-
8550	Mandated Cost	-	-	-	-	-	51,640	-	-	-	-	-	-	-
8560	State Lottery	-	-	-	-	-	-	120,271	-	-	120,271	-	-	254,092
8598	Prior Year Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
8599	Other State Revenue	-	-	-	-	-	625,734	-	-	-	-	-	-	-
		-	74,338	74,338	133,809	133,809	811,184	254,080	133,809	142,184	262,455	142,184	142,184	396,276

Total Revenue

-	1,270,702	1,613,555	2,289,483	2,165,203	3,341,347	2,409,754	2,165,203	2,581,382	2,500,315	2,255,764	2,276,932	2,634,136	27,503,776	27,503,776	-
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Expenses

Certificated Salaries

1100	Teachers' Salaries	634,155	634,155	634,155	634,155	634,155	634,155	634,155	634,155	634,155	634,155	634,155	634,155	-	7,609,854	7,609,854	-
1170	Teachers' Substitute Hours	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1175	Teachers' Extra Duty/Stipends	-	-	87,297	87,297	87,297	87,297	87,297	87,297	87,297	87,297	87,297	87,297	-	872,967	872,967	-
1200	Pupil Support Salaries	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000	-	672,000	672,000	-
1300	Administrators' Salaries	100,750	100,750	100,750	100,750	100,750	100,750	100,750	100,750	100,750	100,750	100,750	100,750	-	1,209,000	1,209,000	-
1900	Other Certificated Salaries	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	-	324,000	324,000	-
		817,905	817,905	905,201	905,201	905,201	905,201	905,201	905,201	905,201	905,201	905,201	905,201	-	10,687,821	10,687,821	-

Classified Salaries

2100	Instructional Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2200	Support Salaries	98,648	98,648	98,648	98,648	98,648	98,648	98,648	98,648	98,648	98,648	98,648	98,648	-	1,183,773	1,183,773	-
2300	Classified Administrators' Salaries	22,255	22,255	22,255	22,255	22,255	22,255	22,255	22,255	22,255	22,255	22,255	22,255	-	267,061	267,061	-
2400	Clerical and Office Staff Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2900	Other Classified Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		120,903	120,903	120,903	120,903	120,903	120,903	120,903	120,903	120,903	120,903	120,903	120,903	-	1,450,834	1,450,834	-

Benefits

3101	STRS	131,028	131,028	145,013	145,013	145,013	145,013	145,013	145,013	145,013	145,013	145,013	145,013	-	1,712,189	1,712,189	-
3202	PERS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3301	OASDI	7,496	7,496	7,496	7,496	7,496	7,496	7,496	7,496	7,496	7,496	7,496	7,496	-	89,952	89,952	-
3311	Medicare	13,613	13,613	14,879	14,879	14,879	14,879	14,879	14,879	14,879	14,879	14,879	14,879	-	176,010	176,010	-
3401	Health and Welfare	100,492	100,492	100,492	100,492	100,492	100,492	100,492	100,492	100,492	100,492	100,492	100,492	-	1,205,900	1,205,900	-
3501	State Unemployment	3,847	3,847	3,847	3,847	3,847	3,847	19,233	15,386	7,693	3,847	3,847	3,847	-	76,930	76,930	-
3601	Workers' Compensation	13,143	13,143	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365	-	169,941	169,941	-
3901	Other Benefits	5,610	5,610	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	-	72,542	72,542	-
		275,229	275,229	292,223	292,223	292,223	292,223	307,609	303,763	296,070	292,223	292,223	292,223	-	3,503,464	3,503,464	-

Books and Supplies

4100	Textbooks and Core Materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4200	Books and Reference Materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4302	School Supplies	89,533	345,925	342,185	364,067	171,272	225,810	285,223	396,898	585,551	521,106	198,170	303,339	-	3,829,079	3,829,079	-
4305	Software	26,625	26,625	26,625	26,625	26,625	26,625	26,625	26,625	26,625	26,625	26,625	26,625	-	319,500	319,500	-
4310	Office Expense	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	-	61,000	61,000	-
4311	Business Meals	8	8	8	8	8	8	8	8	8	8	8	8	-	100	100	-
4312	School Fundraising Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4400	Noncapitalized Equipment	22,043	85,166	84,245	89,632	42,167	55,594	70,221	97,715	144,161	128,295	48,789	74,681	-	942,710	942,710	-

The Cottonwood School

Monthly Cash Flow/Budget FY21-22

Revised 6/10/21

ADA = 2485.60



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Budget	Original Budget Total	Favorable / (Unfav.)
4700 Food Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	143,292	462,808	458,147	485,416	245,156	313,120	387,161	526,330	761,429	681,118	278,676	409,736	-	5,152,390	5,152,390	-
Subagreement Services																
5101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5102 Special Education	77,533	77,533	77,533	77,533	77,533	77,533	77,533	77,533	77,533	77,533	77,533	77,533	-	930,400	930,400	-
5103 Substitute Teacher	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5104 Transportation	500	500	500	500	500	500	500	500	500	500	500	500	-	6,000	6,000	-
5105 Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5106 Other Educational Consultants	45,704	176,585	174,675	185,845	87,430	115,269	145,598	202,605	298,907	266,010	101,160	154,846	-	1,954,633	1,954,633	-
5107 Instructional Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	123,737	254,618	252,709	263,879	165,463	193,303	223,631	280,638	376,940	344,043	179,193	232,879	-	2,891,033	2,891,033	-
Operations and Housekeeping																
5201 Auto and Travel	17,083	17,083	17,083	17,083	17,083	17,083	17,083	17,083	17,083	17,083	17,083	17,083	-	205,000	205,000	-
5300 Dues & Memberships	600	600	600	600	600	600	600	600	600	600	600	600	-	7,200	7,200	-
5400 Insurance	29,467	29,467	29,467	29,467	29,467	29,467	29,467	29,467	29,467	29,467	29,467	29,467	-	353,600	353,600	-
5501 Utilities	500	500	500	500	500	500	500	500	500	500	500	500	-	6,000	6,000	-
5502 Janitorial Services	2,967	2,967	2,967	2,967	2,967	2,967	2,967	2,967	2,967	2,967	2,967	2,967	-	35,600	35,600	-
5516 Miscellaneous Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5531 ASB Fundraising Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5900 Communications	833	833	833	833	833	833	833	833	833	833	833	833	-	10,000	10,000	-
5901 Postage and Shipping	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	60,000	60,000	-
	56,450	56,450	56,450	56,450	56,450	56,450	56,450	56,450	56,450	56,450	56,450	56,450	-	677,400	677,400	-
Facilities, Repairs and Other Leases																
5601 Rent	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	-	188,400	188,400	-
5602 Additional Rent	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	-	25,000	25,000	-
5603 Equipment Leases	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	-	20,000	20,000	-
5604 Other Leases	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	-	(100)	(100)	-
5605 Real/Personal Property Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5610 Repairs and Maintenance	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	-	15,500	15,500	-
	20,733	20,733	20,733	20,733	20,733	20,733	20,733	20,733	20,733	20,733	20,733	20,733	-	248,800	248,800	-
Professional/Consulting Services																
5801 IT	17,117	17,117	17,117	17,117	17,117	17,117	17,117	17,117	17,117	17,117	17,117	17,117	-	205,400	205,400	-
5802 Audit & Taxes	-	-	-	2,300	2,300	2,300	-	-	-	-	-	-	-	6,900	6,900	-
5803 Legal	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	-	100,000	100,000	-
5804 Professional Development	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	-	20,000	20,000	-
5805 General Consulting	833	833	833	833	833	833	833	833	833	833	833	833	-	10,000	10,000	-
5806 Special Activities/Field Trips	5,295	20,460	20,239	21,533	10,130	13,356	16,870	23,475	34,633	30,821	11,721	17,941	-	226,474	226,474	-
5807 Bank Charges	858	858	858	858	858	858	858	858	858	858	858	858	-	10,300	10,300	-
5808 Printing	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	-	20,000	20,000	-
5809 Other taxes and fees	1,642	1,642	1,642	1,642	1,642	1,642	1,642	1,642	1,642	1,642	1,642	1,642	-	19,700	19,700	-
5810 Payroll Service Fee	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	-	18,600	18,600	-
5811 Management Fee	61,693	61,693	61,693	61,693	61,693	61,693	61,693	61,693	61,693	61,693	61,693	61,693	-	740,316	740,316	-
5812 District Oversight Fee	-	11,817	14,433	21,293	20,050	20,050	21,293	20,050	24,112	22,098	20,855	20,855	22,098	239,005	239,005	-
5813 County Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5814 SPED Encroachment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5815 Public Relations/Recruitment	417	417	417	417	417	417	417	417	417	417	417	417	-	5,000	5,000	-
	101,072	128,053	130,448	140,902	128,256	131,482	133,939	139,301	154,521	148,696	128,353	134,573	22,098	1,621,695	1,621,695	-
Depreciation																
6900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest																
7438 Interest Expense	-	55,096	-	59,838	-	-	-	-	-	-	-	-	-	114,934	114,934	-
	-	55,096	-	59,838	-	-	-	-	-	-	-	-	-	114,934	114,934	-
Total Expenses	1,659,321	2,191,795	2,236,814	2,345,545	1,934,386	2,033,416	2,155,628	2,353,320	2,692,248	2,569,368	1,981,732	2,172,699	22,098	26,348,370	26,348,370	-
Monthly Surplus (Deficit)	(1,659,321)	(921,092)	(623,259)	(56,062)	230,816	1,307,931	254,126	(188,118)	(110,866)	(69,053)	274,032	104,233	2,612,038	1,155,405	1,155,405	-
														4.39%		
Cash Flow Adjustments																
Monthly Surplus (Deficit)	(1,659,321)	(921,092)	(623,259)	(56,062)	230,816	1,307,931	254,126	(188,118)	(110,866)	(69,053)	274,032	104,233	2,612,038	1,155,405		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Public Funding Receivables	2,358,400	1,010,354	1,006,139	992,625	642,326	212,930	490,967	-	-	-	-	-	(2,634,136)	4,079,605		
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

Cert.	Instr.
48.5%	80.9%
2,324,987	238,064

Revised 6/10/21

[illegible]

Annual Budget
(473,617)
-
-
-
-
2,873,341
(6,742,292)
-

Original Budget Total	Favorable / (Unfav.)
Pupil:Teacher Ratio	
21.80 :1	

203,364	607,862	(1,237,561)	1,588,771	(1,050,236)	1,520,861	745,093	(188,118)	(1,606,805)	(69,053)	274,032	104,233
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1,936,573	2,139,937	2,747,800	1,510,239	3,099,010	2,048,774	3,569,635	4,314,728	4,126,610	2,519,805	2,450,752	2,724,784
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2,139,937	2,747,800	1,510,239	3,099,010	2,048,774	3,569,635	4,314,728	4,126,610	2,519,805	2,450,752	2,724,784	2,829,017
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Cover Sheet

Local Control and Accountability Plan (LCAP) & Budget Overview for Parents (BOP)

Section: III. Finance
Item: C. Local Control and Accountability Plan (LCAP) & Budget
Overview for Parents (BOP)
Purpose: Vote
Submitted by:
Related Material: LCAP-BOP Final_2021.pdf

BACKGROUND:

The 2021 Local Control and Accountability Plan (LCAP) was presented during a Public Hearing at the Board of Trustees Meeting on Tuesday, May 18th. As a result, the 2021 LCAP is brought to the Board for final approval and vote. For your reference, the following documents are attached:

- LCFF Budget Overview for Parents
- Annual Update for Developing the 2021-22 Local Control and Accountability Plan
- Annual Update for the 2020–21 Learning Continuity and Attendance Plan
- Local Control and Accountability Plan

RECOMMENDATION:

The Cottonwood School would like the board to approve the completed:

- **LCFF Budget Overview for Parents**
- **Annual Update for Developing the 2021-22 Local Control and Accountability Plan**
- **Annual Update for the 2020–21 Learning Continuity and Attendance Plan**
- **Local Control and Accountability Plan**

LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: The Cottonwood School

CDS Code: 09 61838 0139006

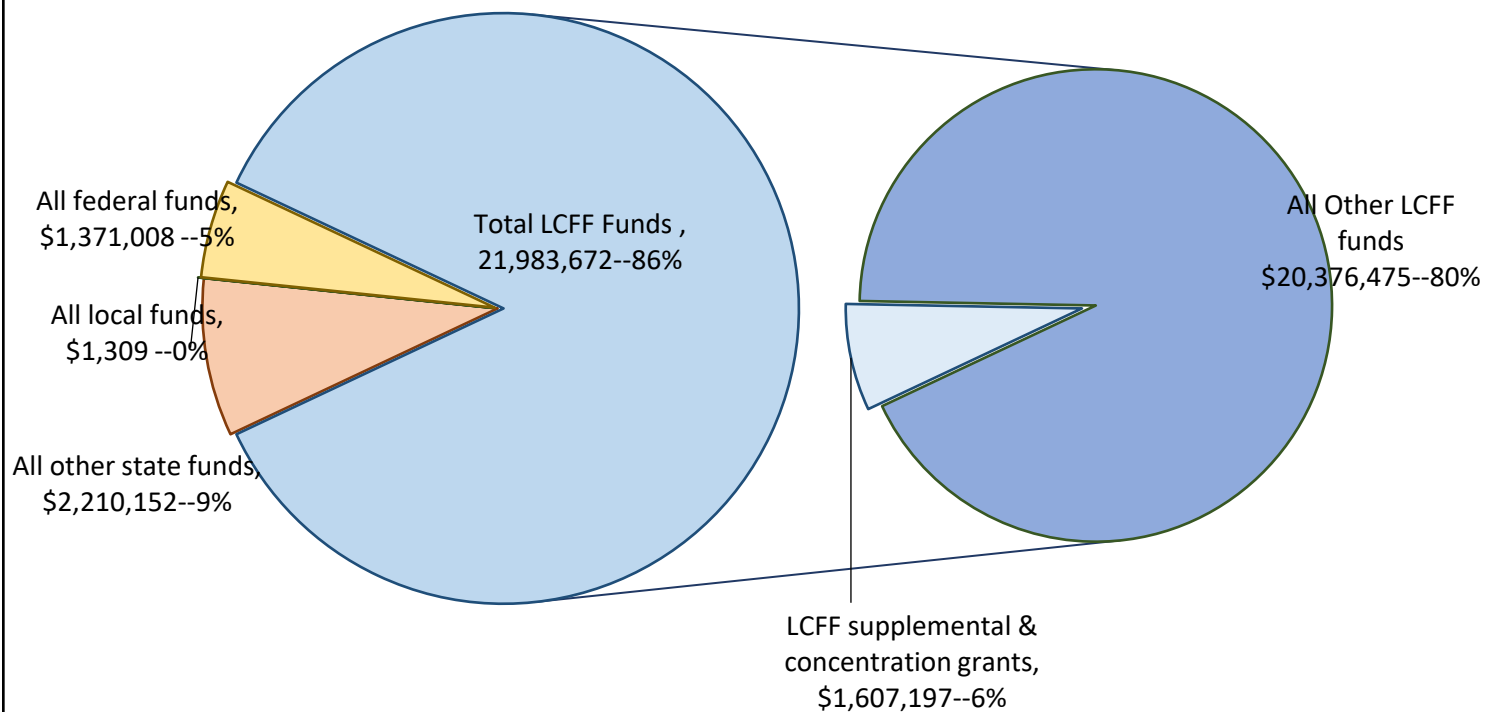
School Year: 2021 – 22

LEA contact information: Cindy Garcia cindy.garcia@cottonwoodk12.org

School districts receive funding from different sources: state funds under the Local Control Funding Formula (LCFF), other state funds, local funds, and federal funds. LCFF funds include a base level of funding for all LEAs and extra funding - called "supplemental and concentration" grants - to LEAs based on the enrollment of high needs students (foster youth, English learners, and low-income students).

Budget Overview for the 2021 – 22 School Year

Projected Revenue by Fund Source

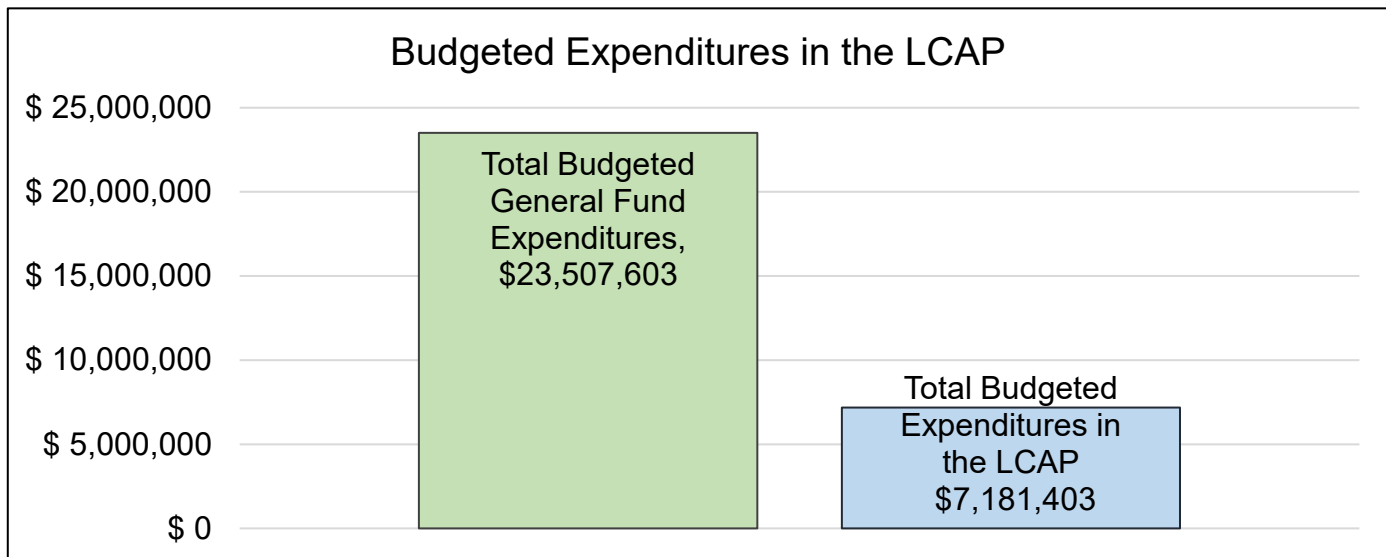


This chart shows the total general purpose revenue The Cottonwood School expects to receive in the coming year from all sources.

The total revenue projected for The Cottonwood School is \$25,566,141.00, of which \$21,983,672.00 is Local Control Funding Formula (LCFF), \$2,210,152.00 is other state funds, \$1,309.00 is local funds, and \$1,371,008.00 is federal funds. Of the \$21,983,672.00 in LCFF Funds, \$1,607,197.00 is generated based on the enrollment of high needs students (foster youth, English learner, and low-income students).

LCFF Budget Overview for Parents

The LCFF gives school districts more flexibility in deciding how to use state funds. In exchange, school districts must work with parents, educators, students, and the community to develop a Local Control and Accountability Plan (LCAP) that shows how they will use these funds to serve students.



This chart provides a quick summary of how much The Cottonwood School plans to spend for 2021 – 22. It shows how much of the total is tied to planned actions and services in the LCAP.

The Cottonwood School plans to spend \$23,507,603.00 for the 2021 – 22 school year. Of that amount, \$7,181,403.00 is tied to actions/services in the LCAP and \$16,326,200.00 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

The budgeted expenditures not included in the Learning Continuity Plan will be used for the following general operating and basic services: all certificated and classified salaries and benefits, operational costs such as rent, utilities, and maintenance, and student discretionary budgets for materials/supplies and enrichment classes instructional materials, textbooks, and consumables for teachers and students; all contracted services and other operational costs associated to maintaining the basic functioning of The Cottonwood School and all Federal Title programs (Title I, II, III and IV).

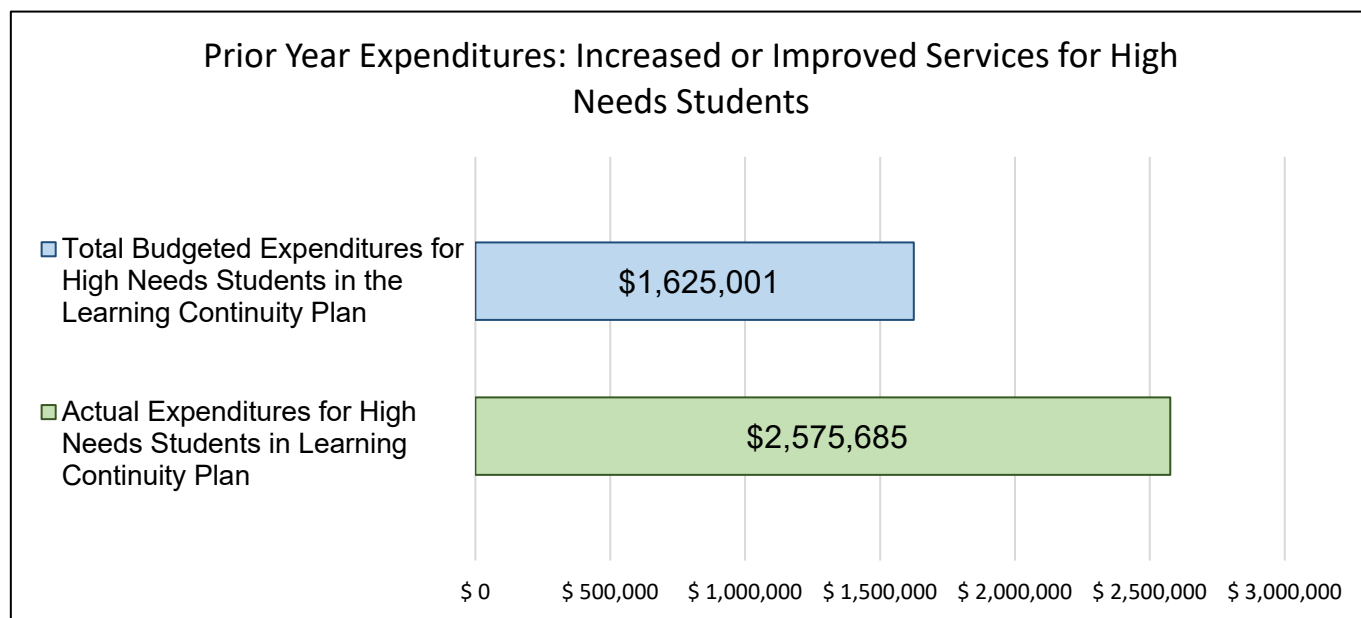
Increased or Improved Services for High Needs Students in the LCAP for the 2021 – 22 School Year

LCFF Budget Overview for Parents

In 2021 – 22, The Cottonwood School is projecting it will receive \$1,607,197.00 based on the enrollment of foster youth, English learner, and low-income students. The Cottonwood School must describe how it intends to increase or improve services for high needs students in the LCAP. The Cottonwood School plans to spend \$1,794,403.00 towards meeting this requirement, as described in the LCAP.

LCFF Budget Overview for Parents

Update on Increased or Improved Services for High Needs Students in 2020 – 21



This chart compares what The Cottonwood School budgeted last year in the Learning Continuity Plan for actions and services that contribute to increasing or improving services for high needs students with what The Cottonwood School estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

In 2020 – 21, The Cottonwood School 's Learning Continuity Plan budgeted \$1,625,001.00 for planned actions to increase or improve services for high needs students. The Cottonwood School actually spent \$2,575,684.84 for actions to increase or improve services for high needs students in 2020 – 21.

California Department of Education
January 2021

Annual Update for Developing the 2021-22 Local Control and Accountability Plan

Annual Update for the 2019–20 Local Control and Accountability Plan Year

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
The Cottonwood School	Cindy Garcia Executive Director	cindy.garcia@cottonwoodk12.org 916-580-5111

The following is the local educational agency's (LEA's) analysis of its goals, measurable outcomes and actions and services from the 2019-20 Local Control and Accountability Plan (LCAP).

Goal 1

Provide high-quality teaching and learning that promotes opportunity for applying knowledge within an independent study/online curriculum structure.

State and/or Local Priorities addressed by this goal:

State Priorities: Priority 1: Basic (Conditions of Learning)

Priority 7: Course Access (Conditions of Learning)

Local Priorities: Basic Conditions

Annual Measurable Outcomes

Expected	Actual
----------	--------

Percent of teachers appropriately credentialed and assigned.	All teachers at The Cottonwood School are appropriately credentialed and assigned.
Percent of facilities considered safe as demonstrated in the Facilities Inventory (FIT) Report.	Our site is demonstrated as safe based on our Facilities Inventory (FIT) Report.
Percent of students with access to CA state standards-aligned instructional materials (text and e-text) for all core subject areas.	100% of students have access to CA state standards-aligned and instructional supplies as evidenced by SARC data a
Percent of students who have access to a computer.	100% of our students have access to a computer.
Percent of students who have a broad course of study through vendor lobby electives and enrichment opportunities.	Maintained 100% access to a broad course of study

Actions / Services

Planned Action/Service	Budgeted Expenditures	Actual Expenditures
Ensure teachers are appropriately credentialed and assigned.	\$5,880,000	\$6,307,000
Staff will meet in monthly PLNs to share and discuss best practices and resources for supporting learning in a virtual environment.	\$48,000	\$62,800
Provide access to broad course of study such as VAPA courses and enrichment opportunities	\$1,477,310	\$3,304,542

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds that were budgeted for actions and services were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

The Cottonwood School staff and School Board quickly transitioned to virtual meetings using the Zoom platform. Teachers spent more time engaging with parents either through virtual meetings, emails, texts, and phone calls. Teachers worked tirelessly to put together Google Classrooms and other platforms to reach students.

Successes:

We successfully implemented our interventions and instructional best practices with success.

Our local data showed an increase in student achievement.

Due to the COVID pandemic, teachers and parents communicated more than ever before about student academics and social emotional support.

Teachers went above and beyond to collaborate and learn new technology.

Challenges:

The COVID 19 pandemic caused our staff to transition quickly from in-person learning to parents educating their students at home.

Our staff quickly put together Google Classrooms and other platforms. Perhaps our biggest challenge was engaging certain students during this difficult time and meeting the Special Education requirements.

Goal 2

Provide appropriate tiered supports that promote and sustain positive social/emotional development as well increased academic achievement for all students.

State and/or Local Priorities addressed by this goal:

State Priorities: Priority 2: State Standards (Conditions of Learning)

Priority 4: Pupil Achievement (Pupil Outcomes)

Priority 7: Course Access (Conditions of Learning)

Local Priorities: Implementation of Academic Standards

Annual Measurable Outcomes

Expected	Actual
----------	--------

CAASPP participation rate will be at least 95%	Due to the COVID-19 pandemic, the CAASPP requirement was waived for Spring of 2020.
The percentage of Inspire students meeting or exceeding standards on CAASPP ELA assessments, including all subgroups	Due to the COVID-19 pandemic, the CAASPP requirement was waived for Spring of 2020.
The percentage of Inspire students meeting or exceeding standards on CAASPP Mathematics assessments, including all subgroups	Due to the COVID-19 pandemic, the CAASPP requirement was waived for Spring of 2020.
10% of English Learners will increase one level of proficiency on the English Learner Progress Indicator annually	Due to the COVID-19 pandemic, the administration of the ELPAC requirement was suspended for Spring of 2020.
At least 10% of EL students will reclassify	The data is not available for reclassification for 2020.
100% of teachers will engage in >15 hours of curriculum training and CCSS PD during the school year	100% of the TCS teachers engaged in >15 hours of curriculum training and CCSS PD during the school year.
95% of all students will participate in quarterly interim benchmark assessments to show mastery of standards taught	48% of our students participated in quarterly interim benchmark assessments

Actions / Services

Planned Action/Service	Budgeted Expenditures	Actual Expenditures
Administer interim benchmark assessments to identify the standards not yet mastered and prepare for state testing in ELA and Math.	\$60,844	\$60,844
Continue Multi-Tiered Systems of Supports to identify student attendance and academic/social needs, or exceptional needs and to individualize support including online virtual instruction license assignments, and enrichment tutoring services	\$67,914	\$80,847
Provide professional development to help guide and support administrators, counselors, and teachers in addressing the academic needs of ELs and their families including administering ELPAC, identifying ELs, administering language surveys, and coordinating ELD instruction.	\$156,000	\$156,215

Targeted Professional Development for teachers to support students who are performing below grade level standard on the Smarter Balance Assessment or STAR360 in ELA and Mathematics	0	0
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Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds that were budgeted for actions and services were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

The increase in counseling services has allowed more students to receive group sessions/lessons in a virtual classroom setting. Our psychologist has also been able to focus more on behavioral and students in crisis. Our SEL and MindSet Mondays program helps all students in academic achievement, personal social development, and career development, ensuring today's students become the productive, well-adjusted adults of tomorrow. Additionally, our psychologist and counselors also serve on the Multi-Tiered System of Support (MTSS) team. We continue to strive to build more resilient students, and mental health needs continue to pose challenges. Our SEL team makes a difference for less significant mental health issues. We use a referral process to support students who need more intensive services for mental health issues. In the last two years, we have seen an increase in students with mental health and emotional needs. The pandemic has continued to add to these issues.

TCS is creating professional development and implementation on programs such as 7 Mindset and My Big Life. In addition, the SEL Team is creating consistent support for all students and designing a system for Positive Behavioral Intervention Supports (PBIS) as part of our MTSS program. We are also adopting a Social-Emotional Curriculum in the 2021-22 school year and support our MTSS program further to increase student engagement and a sense of school connectedness.

Goal 3

Create systems and structures that provide multiple personalized learning paths to increase cohort graduation rate and College and Career Readiness of students to close the achievement gap

State and/or Local Priorities addressed by this goal:

State Priorities: Priority 4: Pupil Achievement (Pupil Outcomes)

Priority 8: Other Pupil Outcomes (Pupil Outcomes)

Local Priorities:

Annual Measurable Outcomes

Expected	Actual
The number of students taking college level courses (concurrent enrollment or within community colleges)	For the 2020-21 sy TCS had 55 HS students taking college level courses (concurrent enrollment or within community colleges)
Counselors and HST teachers will meet with each student and family to a create personalized learning plan	TCS Counselors and HST met with each student and family to a created personalized learning plans
Increase the number of Career Technical Pathways	TCS has increased the number of Career Technical Pathways to 15.
Increase the percentage of students scoring at Prepared and Approaching Prepared on the College Career Indicator	Inthe 2019-2020 School year TCS had 6.39% students Prepared and Approaching Prepared, for the 2020-21 had 6.88%.
Percent of students that pass AP examination with a score of 3 or higher	

Actions / Services

Planned Action/Service	Budgeted Expenditures	Actual Expenditures
Increase number of vertically aligned CTE Pathways	\$0	\$0
Continue to support and provide professional development to administrators and teachers to ensure students demonstrate preparedness as measured by the College Career Indicator.	\$0	\$0
The school will establish an IGPS review/adjustment procedure that includes reviewing individual student grades after every grading period. Counselors and HSTs will identify, create a plan and monitor for students at risk.	\$0	\$0

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds that were budgeted for actions and services were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

Some challenges have presented themselves due to the lack of in-person community connection events for teachers, students, and parents. Teachers have worked to keep all students engaged in class and assignments but have not reported a marked decline in the rates of participation and level of work.

Some of the successes in implementing the actions and services to achieve the LCAP goal focused on student achievement was increasing learning technology access for all enrolled students and specifically low-income students, ensuring that students had the necessary technology to ensure connectedness. TCS continued to provide JHVA, HSVA, and our English Language Development courses with a high level of success resulting in students exceeding participation and attendance.

Goal 4

Increase student, parent, staff, and community engagement through collaboration, transparency, and communication and provide a broad course of study.

State and/or Local Priorities addressed by this goal:

State Priorities:

Priority 3: Parental Involvement (Engagement)

Priority 5: Pupil Engagement (Engagement)

Priority 6: School Climate (Engagement)

Local Priorities:

• Parent Involvement and Engagement • School Climate Survey

Annual Measurable Outcomes

Expected	Actual
Increase number of students participating in Enrichment opportunities as measured by student enrollment	This will expand as the state opens up from COVID-19
Increased student participation academic and leadership opportunities such as Yearbook Committee, Student Council, Meet the Masters based on student sign in	This will expand as the state opens up from COVID-19 and the school is not participating in shared services. We can give more local support to our students.
Increase use of school website and provide parents with updated FAQs, policies, and program descriptions as monitored by Google Analytics	TCS is launching a new website for staff and parents that will increase communication and access to school policies and programs.
Maintain chronic absenteeism rate at 0%.	TCS has maintained a chronic absenteeism rate at 0%.
Maintain the rate of pupil suspension and expulsions rates.	TCS has maintained our rate of pupil suspension and expulsions rates.

Increase high school cohort graduation rate	The high school cohort graduation rate remains unchanged.
Decrease the high school cohort dropout rate	The high school cohort dropout rate remains unchanged.
Decrease the middle school dropout rate	The middle school dropout rate remains unchanged
Increase parent participation rate for the school climate survey by 10%	TCS has increased parent participation rate for the school climate survey by 10%
Maintain current attendance rates of 95% or higher by ensuring the timely completion of assignments	TCS has maintained our current attendance rates of 95% or higher by ensuring the timely completion of assignments

Actions / Services

Planned Action/Service	Budgeted Expenditures	Actual Expenditures
Implement four-year graduation rate needs assessment and root cause analysis including related professional development	\$0	\$0

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds that were budgeted for actions and services were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

Successes: We were effectively able to implement the actions and services in this goal. TCS continues our commitment to ensuring our most vulnerable students receive the academic and social-emotional supports needed to grow. Our parents and board members were able to adapt to a virtual platform, resulting in more parents attending board meetings. Additionally, our MTSS population has increased in accessing the resources offered on our website. Google analytics shows an increase of 75% on our MTSS resource pages.

Challenges: Our greatest challenge in implementing this goal was when we were sidelined by the COVID 19 pandemic. Our staff had to rethink the way we provided these services and supports to our students and families. The challenge for TCS was Increasing student

participation in academic and leadership opportunities such as Yearbook Committee, Student Council, Meet the Masters. These activities were part of our Community Connections in-person activities, and moving to a virtual platform was not as effective

Annual Update for the 2020–21 Learning Continuity and Attendance Plan

The following is the local educational agency's (LEA's) analysis of its 2020-21 Learning Continuity and Attendance Plan (Learning Continuity Plan).

In-Person Instructional Offerings

Actions Related to In-Person Instructional Offerings

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Cottonwood will monitor local and state guidelines related to in-person offerings. To increase and improve services, technology and professional development will be provided to staff and students.	\$5,000	[\$ 0.00]	Y
Expenditures associated with researching and access to virtual access to community resources.	\$4,500	[\$ 0.00]	Y

A description of any substantive differences between the planned actions and/or budgeted expenditures for in-person instruction and what was implemented and/or expended on the actions.

There were no substantive differences between the planned actions and budgeted expenditures for in-person instruction.

Analysis of In-Person Instructional Offerings

A description of the successes and challenges in implementing in-person instruction in the 2020-21 school year.

Successes:

We were able to provide five days per week of quality instruction for all of our students. Our teachers were able to build relationships with students and differentiate instruction based on student needs. Teachers assessed students and targeted instruction based on student needs.

Additionally, our parents could work side by side with their students in a virtual setting. Online tutoring was provided for our at-risk students. We were able to meet the needs of our Special Education students, Foster Youth, low-income students, and English learners. The Cottonwood Staff used creative alternatives to celebrating schoolwide activities and special events.

Challenges:

We could not implement our in-person vendor offered interventions, creating an opportunity to be creative to support our at-risk students.

Administrators had to constantly review the guidance frequently changes requiring them to update plans. At our site-based HS, custodial staff had to change cleaning protocols.

We had to eliminate all of the community connections activities and parent engagement events.

Distance Learning Program

Actions Related to the Distance Learning Program

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Professional learning for staff and parents related to incorporating trauma-informed practices into lessons, specifically in a distance learning format, including new Professional Development Coordinator	\$5,500	\$5,500	Y
Internal Common assessments to measure student progress and identify areas our students are struggling in.	\$35,556	\$37,300	Y
Additional devices, including Chromebooks for English learners, students living in poverty, students placed in foster care, students experiencing homelessness, and those with exceptional needs. This will provide access to online curriculum, online community partners and other resources to support students in academic progress.	\$31,350	\$31,350	Y
Additional devices to provide for general education students in need of a device to access their curriculum, online classes or virtual direct instruction.	\$50,000	\$50,000	Y
Cottonwood will provide MiFi (mobile internet connection) to English learners, students living in poverty, students placed in foster care, students experiencing	\$20,160	\$20,160	Y

homelessness, and those with exceptional needs at no cost. This will provide access to the internet and online curriculum, online community partners and other resources to support students in academic progress.			
Cottonwood has purchased online curriculum resources both academic for all students in all grades to provide immediate access to standards based curriculum. Including Brainpop and Brainpop ELL	\$23,733	\$23,733	Y
Costs to implement CC program include hot spots for connectivity, web cameras/tripods for the Community Coordinators Costs associated with staff	\$1,800	\$1,800	N

A description of any substantive differences between the planned actions and/or budgeted expenditures for the distance learning program and what was implemented and/or expended on the actions.

There were no substantive differences between the planned actions and budgeted expenditures for the additional plan requirements.

Analysis of the Distance Learning Program

A description of the successes and challenges in implementing each of the following elements of the distance learning program in the 2020-21 school year, as applicable: Continuity of Instruction, Access to Devices and Connectivity, Pupil Participation and Progress, Distance Learning Professional Development, Staff Roles and Responsibilities, and Support for Pupils with Unique Needs.

Successes:

The Cottonwood Staff and students quickly pivoted to using Chromebooks/laptops/mifis and Google Classroom for teaching and learning. TCS teachers use Google Suite and other online resources to deliver high-quality direct instruction. Our Staff learned new strategies for providing instruction. Additionally, our teachers had access to technology and virtual professional development based on their identified needs. Special education students continued to receive services in-person and virtually. Communication between students, teachers, and parents continued to be very effective. Our program teachers continued to use technology to deliver high-quality direct instruction.

Challenges:

More technology had to be purchased to continue to implement our distance learning. Supply chains were interrupted because of the pandemic, so it took months to receive some of the technology needed to implement distance learning for our families.

More phone calls and virtual conferences had to occur between teachers and parent(s) to keep students accountable for their learning.

Distance learning does not allow for hands-on science experiments and limits teachers to offering instruction virtually without providing immediate feedback.

Some families were unfamiliar with how to use Google Classroom.

Pupil Learning Loss

Actions Related to the Pupil Learning Loss

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Cottonwood will provide standards based curriculum for students to access content and instruction in order for students to progress toward standards and make academic growth	\$1,212,500	\$1,212,500	Y
Staff and parent training related to understanding our MTSS, and expressly what resources are provided at each tier	\$3,500	\$3,500	Y
Staff and parent training related to understanding our English Language Development strategies	\$4,000	\$4,000	Y
Expenditures associated with staff training related to formative assessments and refining curriculum Scope and Sequences	\$5,000	\$5,000	Y
Junior High Virtual Academy Program Coordinator	\$10,000	\$10,000	Y
Junior High Virtual High Academy Lead Teacher	\$8,752	\$8,752	Y

High School virtual Academy Program Coordinator	\$12,400	\$12,400	Y
Cost of math support intervention coordinator	\$30,000	\$30,000	Y
Cost of reading/literacy intervention coordinator	\$30,000	\$30,000	Y
Expenditure with the translation of communication and Learning Continuity Plan	\$3,000	\$3,000	Y
Cost associated with teacher devices	\$50,000	\$50,000	Y
Costs associated with staff using internet	\$33,250	\$33,250	Y

A description of any substantive differences between the planned actions and/or budgeted expenditures for addressing pupil learning loss and what was implemented and/or expended on the actions.

There were no substantive differences between the planned actions and budgeted expenditures for the additional plan requirements.

Analysis of Pupil Learning Loss

A description of the successes and challenges in addressing Pupil Learning Loss in the 2020-21 school year and an analysis of the effectiveness of the efforts to address Pupil Learning Loss to date.

The pandemic has introduced a great deal of hardship into many students' lives. Moving forward, we will need additional tools to support students' social-emotional well-being. Ultimately, addressing students' learning loss will require a student-centered approach that puts family and student relationships first and a systemic transformation in addressing the overlapping learning, behavioral, and emotional needs that support effective learning and teaching.

Successes:

Teachers assessed students to develop a plan to address each student's needs.

Our Special Education teachers worked closely with their students to identify areas that needed more support. They also worked with the family with our distance learning model not to disrupt their routines and instruction.

Some students showed significant gains with tutoring.

Parents worked closely with teachers to deliver instruction to their students.

Challenges:

The cancellation of state tests in Spring 2020 left us with minimal information about student performance. We used local data to shed light on the inequities in learning that have been exacerbated due to the pandemic. We continue to encourage our families to complete our local assessments to obtain verified data for our dashboard.

Serving all of our students of poverty was a challenge as many did not have reliable internet access or support from home.

Tutoring in cohorts was not nearly as effective as our regular intervention blocks. One-on-one tutoring was much more effective but took considerable time to implement. Tutoring helped students stay safely in their cohorts but did not allow for flexible groupings and more targeted interventions.

The Governor is asking districts to extend the school year and offer summer school. We will have to be creative at providing these services.

Analysis of Mental Health and Social and Emotional Well-Being

A description of the successes and challenges in monitoring and supporting mental health and social and emotional well-being in the 2020-21 school year.

Successes:

Our staff understood how important it was to attend to the social and emotional needs that arose during these challenging times.

Families and teachers communicated more than ever before to support their children.

We encouraged each other to explore and express our emotions, build relationships, and support each other – children and adults alike.

The crisis presented an opportunity for us to make long-term improvements in our delivery of services and professional development in mental health.

The crisis showed how essential counseling and nursing services are to support our students' overall health and wellness.

Social-Emotional Learning offered a powerful means to support one another – children and adults – during this challenging time.

We understand the importance of demonstrating empathy and resilience, building relationships across distance, and calling upon our collective resolve to strengthen our school.

Our SEL program and staff have focused on the following actions:

- Built solid and caring relationships with students and families to give them a sense of belonging.
- Taught and modeled empathy, so students felt understood and could better understand others.
- Taught students' self-awareness, including the ability to name their own emotions, have accurate self-perceptions and display self-confidence and self-efficacy.
- Helped students manage their behavior through impulse control, stress management, and other positive skills.
- Improved students' social awareness and interactions with others.
- Taught students how to handle relationships, including with people whose backgrounds differ from their own.

Guided students to make responsible decisions.

Challenges:

The ongoing pandemic has strained our well-being and behavioral health. Its emotional toll includes rising levels of problems associated with anxiety, depression, and suicide, affecting our relationships, communities, staff, and students.

Analysis of Pupil and Family Engagement and Outreach

A description of the successes and challenges in implementing pupil and family engagement and outreach in the 2020-21 school year.

Successes:

The Cottonwood Staff continues to embrace multiple communication platforms to reach our families. The Cottonwood Staff spent more time having conversations with families and identifying individual needs to succeed. Zoom/Google Meets links were provided to families for meetings/conferences while allowing them to provide feedback safely.

We continue to use various communication strategies to build relational trust with families and boost student engagement. Our staff understands the importance of providing parents and students with consistent regular one-on-one conversations, daily schedules, and weekly email updates. Individualized communication with students and families is used to share student progress, highlight learning gaps, and set expectations for engagement.

We continue to provide ready-to-use resources and training for parents to use to help students learn foundational concepts through daily activities offline, including reading to students, listening to students read, learning math through household activities, and learning science concepts and cooking skills. We also asked parents what they needed help with—related to student learning—and provide educational opportunities around key issues such as navigating Google Classroom.

Challenges:

We had to rethink how we would deliver our family engagement events like Halloween parades/parties, field trips, holiday celebrations, and other family night events.

Analysis of School Nutrition

A description of the successes and challenges in providing school nutrition in the 2020-21 school year.

Cottonwood's non classroom based charter school is not required to offer meals to students unless students are required to attend a site-based activity for more than two hours (Assembly Bill 1871).

The site-based school offers shelf stable breakfast for the school population which is currently under 50 students.

Additional Actions and Plan Requirements

Additional Actions to Implement the Learning Continuity Plan

Section	Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
School Nutrition	Shelf Safe Breakfast	\$1,000	\$1,000	Y
School Psychologist	Cottonwood has a school Psychologist to offer aid to students in crisis and virtual mentoring for students to support their academic and growth mindset which will support them in improving their overall wellbeing and access to curriculum.	\$44,000	\$44,000	Y

A description of any substantive differences between the planned actions and budgeted expenditures for the additional plan requirements and what was implemented and expended on the actions.

There were no substantive differences between the planned actions and budgeted expenditures for the additional plan requirements.

Overall Analysis

An explanation of how lessons learned from implementing in-person and distance learning programs in 2020-21 have informed the development of goals and actions in the 2021–24 LCAP.

Many lessons were learned this past year with our distance learning programs but perhaps the most important lesson is the need for human connectedness. Students and staff worked hard to keep students in cohorts and masks and deliver quality instruction. Student engagement has become a high priority regardless of how the instruction is delivered. COVID changed the way we interacted with one another.

An explanation of how pupil learning loss continues to be assessed and addressed in the 2021–24 LCAP, especially for pupils with unique needs.

To address pupil learning loss, we will use our local assessments and verified assessments and teacher input to create flexible interventions and targeted instruction. Our teachers will analyze student data and plan appropriate interventions and lessons. TCS plans to add paraprofessionals for small group instruction and one-on-one support for our most at-risk students.

A description of any substantive differences between the description of the actions or services identified as contributing towards meeting the increased or improved services requirement and the actions or services implemented to meet the increased or improved services requirement.

Material Differences between 2020-21 LCP Budgeted Expenditures and Estimated Actual Expenditures:

All additional actions included in 2020-21 LCP have no material differences between the budgeted expenditures and estimated actual expenditures.

NOTE: For the purpose of this section, material differences are considered those that exceed 10%.

Overall Analysis of the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan

A description of how the analysis and reflection on student outcomes in the 2019-20 LCAP and 2020-21 Learning Continuity and Attendance Plan have informed the development of the 21-22 through 23-24 LCAP.

Our overall assessment was that there was much accomplished this year and as a school.

Academically, as we review our measurements for success in teaching and learning, we see that we have appropriately credentialed teachers supporting our students and that all students had access to appropriate curriculum. Our professional development with our teachers focused on how better to instruct our students in the distance learning environment; the whole learner with SEL support will continue to be beneficial as we move forward. We believe it allows for a multimedia-rich climate, which has proved helpful for all students, especially our English learners.

Our parents and stakeholders, as trusted partners, continuously give us their input as to what we have and could continue to engage the students. For many, motivating students will continue to be necessary and getting them assistance as well. In addition, the stakeholder requests for more CTE, VAPA, and other engaging opportunities for students are continually being met through our community connections and access.

The pandemic showed us many challenges and some areas for further consideration. Our need to provide social and emotional learning and a solid Multi-Tiered System of Support for every child and family became more apparent. All of the TCS staff worked together as the basis for ascertaining short-term and long-term needs. We did everything in our power to meet the need and then utilized a network of stakeholders and partnerships created by the division. Finally, our work with Reading and Math Intervention and English learner development course has shown that our students do well with online direct instruction. It is an avenue for TCS to demonstrate continual improvement. These are areas we will carry into the LCAP 2021-24.

Instructions: Introduction

The Annual Update Template for the 2019-20 Local Control and Accountability Plan (LCAP) and the Annual Update for the 2020–21 Learning Continuity and Attendance Plan must be completed as part of the development of the 2021-22 LCAP. In subsequent years, the Annual Update will be completed using the LCAP template and expenditure tables adopted by the State Board of Education.

For additional questions or technical assistance related to the completion of the LCAP template, please contact the local COE, or the California Department of Education's (CDE's) Local Agency Systems Support Office by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Instructions: Annual Update for the 2019–20 Local Control and Accountability Plan Year

Annual Update

The planned goals, state and/or local priorities, expected outcomes, actions/services, and budgeted expenditures must be copied verbatim from the approved 2019-20 Local Control and Accountability Plan (LCAP). Minor typographical errors may be corrected. Duplicate the Goal, Annual Measurable Outcomes, Actions / Services and Analysis tables as needed.

Annual Measurable Outcomes

For each goal in 2019-20, identify and review the actual measurable outcomes as compared to the expected annual measurable outcomes identified in 2019-20 for the goal. If an actual measurable outcome is not available due to the impact of COVID-19 provide a brief explanation of why the actual measurable outcome is not available. If an alternative metric was used to measure progress towards the goal, specify the metric used and the actual measurable outcome for that metric.

Actions/Services

Identify the planned Actions/Services, the budgeted expenditures to implement these actions toward achieving the described goal and the actual expenditures to implement the actions/services.

Goal Analysis

Using available state and local data and input from parents, students, teachers, and other stakeholders, respond to the prompts as instructed.

- If funds budgeted for Actions/Services that were not implemented were expended on other actions and services through the end of the school year, describe how the funds were used to support students, including low-income, English learner, or foster youth

students, families, teachers and staff. This description may include a description of actions/services implemented to mitigate the impact of COVID-19 that were not part of the 2019-20 LCAP.

- Describe the overall successes and challenges in implementing the actions/services. As part of the description, specify which actions/services were not implemented due to the impact of COVID-19, as applicable. To the extent practicable, LEAs are encouraged to include a description of the overall effectiveness of the actions/services to achieve the goal.

Instructions: Annual Update for the 2020–21 Learning Continuity and Attendance Plan

Annual Update

The action descriptions and budgeted expenditures must be copied verbatim from the 2020-21 Learning Continuity and Attendance Plan. Minor typographical errors may be corrected.

Actions Related to In-Person Instructional Offerings

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to in-person instruction and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for in-person instruction and what was implemented and/or expended on the actions, as applicable.

Analysis of In-Person Instructional Offerings

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in implementing in-person instruction in the 2020-21 school year, as applicable. If in-person instruction was not provided to any students in 2020-21, please state as such.

Actions Related to the Distance Learning Program

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to the distance learning program and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for the distance learning program and what was implemented and/or expended on the actions, as applicable.

Analysis of the Distance Learning Program

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in implementing distance learning in the 2020-21 school year in each of the following areas, as applicable:
 - Continuity of Instruction,
 - Access to Devices and Connectivity,
 - Pupil Participation and Progress,
 - Distance Learning Professional Development,
 - Staff Roles and Responsibilities, and
 - Supports for Pupils with Unique Needs, including English learners, pupils with exceptional needs served across the full continuum of placements, pupils in foster care, and pupils who are experiencing homelessness

To the extent practicable, LEAs are encouraged to include an analysis of the effectiveness of the distance learning program to date. If distance learning was not provided to any students in 2020-21, please state as such.

Actions Related to Pupil Learning Loss

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to addressing pupil learning loss and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for addressing pupil learning loss and what was implemented and/or expended on the actions, as applicable.

Analysis of Pupil Learning Loss

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in addressing Pupil Learning Loss in the 2020-21 school year, as applicable. To the extent practicable, include an analysis of the effectiveness of the efforts to address pupil learning loss, including for pupils who are English learners; low-income; foster youth; pupils with exceptional needs; and pupils who are experiencing homelessness, as applicable.

Analysis of Mental Health and Social and Emotional Well-Being

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in monitoring and supporting Mental Health and Social and Emotional Well-Being of both pupils and staff during the 2020-21 school year, as applicable.

Analysis of Pupil and Family Engagement and Outreach

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges related to pupil engagement and outreach during the 2020-21 school year, including implementing tiered reengagement strategies for pupils who were absent from distance learning and the efforts of the LEA in reaching out to pupils and their parents or guardians when pupils were not meeting compulsory education requirements or engaging in instruction, as applicable.

Analysis of School Nutrition

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in providing nutritionally adequate meals for all pupils during the 2020-21 school year, whether participating in in-person instruction or distance learning, as applicable.

Analysis of Additional Actions to Implement the Learning Continuity Plan

- In the table, identify the section, the planned actions and the budgeted expenditures for the additional actions and the estimated actual expenditures to implement the actions, as applicable. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for the additional actions to implement the learning continuity plan and what was implemented and/or expended on the actions, as applicable.

Overall Analysis of the 2020-21 Learning Continuity and Attendance Plan

The Overall Analysis prompts are to be responded to only once, following an analysis of the Learning Continuity and Attendance Plan.

- Provide an explanation of how the lessons learned from implementing in-person and distance learning programs in 2020-21 have informed the development of goals and actions in the 2021–24 LCAP.
 - As part of this analysis, LEAs are encouraged to consider how their ongoing response to the COVID-19 pandemic has informed the development of goals and actions in the 2021–24 LCAP, such as health and safety considerations, distance learning, monitoring and supporting mental health and social-emotional well-being and engaging pupils and families.

- Provide an explanation of how pupil learning loss continues to be assessed and addressed in the 2021–24 LCAP, especially for pupils with unique needs (including low income students, English learners, pupils with disabilities served across the full continuum of placements, pupils in foster care, and pupils who are experiencing homelessness).
- Describe any substantive differences between the actions and/or services identified as contributing towards meeting the increased or improved services requirement, pursuant to *California Code of Regulations*, Title 5 (5 CCR) Section 15496, and the actions and/or services that the LEA implemented to meet the increased or improved services requirement. If the LEA has provided a description of substantive differences to actions and/or services identified as contributing towards meeting the increased or improved services requirement within the In-Person Instruction, Distance Learning Program, Learning Loss, or Additional Actions sections of the Annual Update the LEA is not required to include those descriptions as part of this description.

Overall Analysis of the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan

The Overall Analysis prompt is to be responded to only once, following the analysis of both the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan.

- Describe how the analysis and reflection related to student outcomes in the 2019-20 LCAP and 2020-21 Learning Continuity and Attendance Plan have informed the development of the 21-22 through 23-24 LCAP, as applicable.

California Department of Education
January 2021

Local Control and Accountability Plan

The instructions for completing the Local Control and Accountability Plan (LCAP) follow the template.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
The Cottonwood School	Cindy Garcia Executive Director	cindy.garcia@cottonwoodk12.org

Plan Summary 2021-22

General Information

A description of the LEA, its schools, and its students.

The Cottonwood School (Cottonwood) is a transitional kindergarten through twelfth (TK-12 grade) independent study/home school and site based charter school. On March 17, 2020, our Board approved to physically close Cottonwood School in response to the COVID-19 pandemic. We transitioned to our emergency distance learning plan on March 20, 2020. Our emergency distance learning plan continued through the end of the school year on June 19, 2020. We provided staff and parents with ongoing updates and guidance from State and local agencies over the past few months. We worked to prepare for a safe and successful fall reopening that considers current challenges.

The school closure due to COVID-19 has affected students physically, socially, emotionally, and educationally. Additionally, families and staff have been adversely affected by these extraordinary times. The closure of school has challenged students and families in all aspects of their lives. From access to basic services such as technology and connectivity to expansive consequences like increased unemployment which affect food security and housing, families are having to take on multiple roles. Our site-based high school program is greatly impacted by the increased isolation from peers and the entire school community. Our home study program is also impacted by increased isolation due to lack of social educational opportunities. In addition to the increased stress of these extraordinary times, instruction including pacing, methods, and assessments has shifted forcing students, families, and staff to take on another stressor.

Our non-classroom-based independent study program offers a variety of independent-study learning options, including online, distance, and in person. Given the number of our homeschooling families, we also emphasize Place-Based Learning that immerses students in local cultures, landscapes, and resources to contextualize our curriculum. We ensure students are engaged in appropriate educational activities on instructional days and assess the time value of independent work as well as the quality of contemporaneous work samples. We provide homeschooling families with a variety of curriculum delivery options and instructional material aligned with California state and Common Core standards. Our curriculum delivery options include online instruction courses led by credentialed teachers, offline courses, and virtual courses that employ built-in accommodations, teacher support, performance tasks, and progress monitoring. Although the majority of home school online teaching and learning continued as it did before COVID-19 important aspects of the program have been affected primarily the Place Based Learning. The school continued during the school closure to engage in the use of virtual tools, which allowed for teachers and staff to engage on a regular basis with families and students as they had prior to the pandemic.

The site-based high school utilizes Project Based Learning, Experiential Learning, Field Trips and Field Studies to engage students in learning inside and outside of the classroom. COVID-19 forced the site-based high school program to transition to a virtual/distance learning model. The effect of this move has impacted how students, teachers and staff communicate, educate, and learn.

The Cottonwood School recognizes the additional challenges involved to meet the needs of students; physically, socially, emotionally, and educationally during this extraordinary time. The Cottonwood School understands the need to be mindful and consistent is even greater because of additional challenges distance learning brings to delivering instructional programs. All programs continue to provide access based on individual needs including students with special needs, English Learners, Foster Youth, and Homeless students. Professional development for teachers will continue to promote distance learning, Multi-Tiered Systems of Support and prioritized content standards.

Reflections: Successes

A description of successes and/or progress based on a review of the California School Dashboard (Dashboard) and local data.

The Cottonwood School, TCS, is very proud of the growth it has secured for students since we opened our doors in 2019. Currently, TCS does not have a California Dashboard due to Covid-19. TCS has seen continuous and significant growth in student achievement in language arts and mathematics. Careful planning, research, and strategic decision-making led to actions and services that support the goals developed for improved student outcomes. Many programs implemented through the LCAP, including Reading Horizons, Renaissance Learning assessment tools, Direct instruction intervention programs, a solid technology infrastructure with 1:1 Chromebooks or laptops, hotspots, and the development of the Parent Advisory Committee, contribute to continuous improvement.

In the area of English Language Arts, the Renaissance Learning assessment shows growth in the following areas:

Grades 1-6: Increased 11.24%

Middle School: Increased 1.54%

High School: Decreased -5.02%

In the area of Mathematics, the Renaissance Learning assessment shows growth in the following areas:

Grades 1-6: Increased 2.83%

Middle School: Increased 8.76%

High School: Increased 4.92%

Parent engagement has also proven successful in TCS. We offer opportunities to attend parent education events focused on understanding school programs and supporting learning at home. The Homeschool Parent Development programs took deep dives into curriculum and instructional practices. Over 160 of our stakeholders (parents, students, and staff) participated in the annual LCAP Surveys. When asked "How satisfied are you with student engagement", our data indicate that 88% of parents are Very Satisfied with their student's engagement. That 62% of parents agree that "The Cottonwood School is effective in strengthening and promoting academic achievement of all students." 65% of parents agree with the statement, "The Cottonwood School has high expectations for all students."

Reflections: Identified Need

A description of any areas that need significant improvement based on a review of Dashboard and local data, including any areas of low performance and significant performance gaps among student groups on Dashboard indicators, and any steps taken to address those areas.

A review of The Cottonwood School's verified data indicates no areas of low performance or significant performance gaps among student groups required to be addressed. There are indicators for which overall performance would have TCS in a red or orange performance category. There are also no local indicators that TCS would have received a "Not Met" rating.

LCAP Highlights

A brief overview of the LCAP, including any key features that should be emphasized.

The Cottonwood School's 2021-2024 LCAP focuses on the continuous improvement of student achievement, providing ongoing professional development and training for educators, evaluating and improving school climate, and offering meaningful parent engagement activities while maintaining fiscal solvency.

The Cottonwood School is committed to continuously analyzing essential metrics related to student needs, implementing the feedback and input of our stakeholders, refining instruction, improving school climate and safety, and closing the achievement gap. The LCAP goals and actions outline proven and practical steps that contribute to demonstrable growth in student achievement and maintain those actions and services that positively impact student achievement and support the TCS vision and goals. Additionally, the LCAP reflects efforts to provide more clarity and transparency for stakeholders on TCS services and expenditures.

Significant actions and services include the following:

- Providing a unified and equitable learning experience for all students.
- Ensuring the needs of every student are met through consistent data analysis, quality core instruction, differentiated assistance provided during the school day.
- Fostering collaboration between professionals who are focused on improving student outcomes.
- Addressing the mental health and social-emotional needs of all children through coordinated services.
- Preparing students for 21st Century advanced education and career opportunities.
- Ensuring multiple pathways encourages family involvement in student learning.

Throughout the LCAP, the goals, actions, and expenditures demonstrate how TCS works to continuously improve progress on the State and Local Indicators using our verified data; and any State and Local Indicators are priorities and areas of focus in our efforts. TCS is committed to engaging in continuous improvement efforts to address all Indicators. TCS remains steadfast in its efforts to increase student achievement and strives to improve progress on each Indicator, over time continuously.

Comprehensive Support and Improvement

An LEA with a school or schools eligible for comprehensive support and improvement must respond to the following prompts.

Schools Identified

A list of the schools in the LEA that are eligible for comprehensive support and improvement.

The Cottonwood School is not eligible for comprehensive support and improvement. TCS is homestudy charter school.

Support for Identified Schools

A description of how the LEA has or will support its eligible schools in developing comprehensive support and improvement plans.

Monitoring and Evaluating Effectiveness

A description of how the LEA will monitor and evaluate the plan to support student and school improvement.

Stakeholder Engagement

A summary of the stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP.

The Cottonwood School's process for engaging stakeholders in the development of the LCAP includes annual surveys, community forums, meetings with advisory committees and groups throughout the school year, LCFF/LCAP Presentations to the Board of Trustees and Stakeholders, and posting the draft LCAP online.

Annual Surveys:

Parent Survey – Administered online

The parent survey is integrated into our Weekly emails, Community Café meetings, and our Parent Advisory meetings. The parent survey includes questions in the following three constructs: academic environment, social environment, and family engagement. All 2400 families were invited to participate in the survey process annually.

Student Survey (Gr 4-12) – Administered online

The student survey includes questions related to the academic and social environments at school. Students in Gr 4-12 were invited to participate in the survey process.

Staff Survey – Administered online

The staff survey is integrated into school staff meetings and our Cottonwood Express. Additionally, the staff is invited to participate through emails. The staff survey includes questions in the following three constructs: academic environment, social environment, and family engagement. Approximately 135 staff members participate in the survey process annually. Each demographic group and job classification are equitably represented.

Invitations are sent through various communication avenues for all Community events, including information phone calls and personal contact by our Parent Engagement Advisor, school administrators. All teachers are asked to personally make contact with and invite families representing at-risk student groups (student groups with an achievement gap, English Learner, low income, and foster youth).

A summary of the feedback provided by specific stakeholder groups.

The Cottonwood School received feedback regarding our Local Control and Accountability Plan from parents and staff. Staff prioritized providing support and resources to all students. Staff highlighted the need for additional intervention and support for struggling students.

Themes emerged around supporting English learners with a focus on English Language Development. Staff emphasized the need for support in the use of technology. Staff shared the need to ensure students have the resources to access online curriculum. Staff also shared their want of exposure to a variety of enrichment activities that students and staff have relied on prior to the closure of COVID 19.

Providing professional development on digital platforms such as Zoom, Schoology and Google Classroom to ensure internet safety, effective instruction and student engagement emerged as a high priority. Synchronous instruction was identified by staff as an area of growth to meet students where they are at and to move them forward.

Staff indicated challenges and strengths of providing services and assessments related to the needs of students with disabilities during the COVID 19 school closure.

Social and emotional wellbeing for all—students and staff—is an ongoing need. Exploring ways to meet the needs of our school community is of utmost importance, the stakeholder groups shared.

A description of the aspects of the LCAP that were influenced by specific stakeholder input.

Our stakeholder feedback informed our Local Control and Accountability Plan in the following manner: The Cottonwood School continues to explore and implement instructional materials and assessment tools to support instruction in Mathematics, English, English Language Development and other content areas. Additional supports are enhanced to support students with technology. Supporting students in their social emotional needs is a priority. Online curriculum including Everfi and web pages on growth mindset are a few options to support home study students. The site-based program works to support students through assigning an advisory to each student. The California Department of Education, July 2020 Page 4 advisor supports the student physically, academically, emotionally and socially through advisory and through day to day interactions on zoom.

Goals and Actions

Goal

Goal #	Description
1	The Cottonwood School will provide engaging, high-quality teaching and learning that promotes applying knowledge within an independent study/online curriculum structure. Additionally, TCS will provide culturally responsive instruction and curriculum that meaningfully incorporates current technology to eliminate academic barriers and support students' paths to college and career readiness.

An explanation of why the LEA has developed this goal.

Self-study findings indicate the need to increase the rigor and relevance of our curriculum and instructional strategies to ensure TCS graduates are appropriately prepared for finding life-long, sustainable employment. Outside research also supports the case for high quality, culturally responsive curriculum to enhance programming and student engagement. We realize the extent to which academic barriers prevent students from setting and achieving goals and that barrier removal is essential to increase retention and graduation rates. As an independent study school, students need various ways to positively engage with the school community to impact their educational experience entirely. Focused professional development for parents/learning coaches continues to be a need because they provide daily instructional support to students. Lastly, TCS recognizes the changing digital landscape and the importance of staying current with instructional technology to improve student achievement.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Instructional materials aligned with the Common Core State Standards for all grade levels, TK-12 • Instructional materials for Special Education • Instructional materials for	Staff will regularly review of evidence based aligned with the CCS curriculum with all stakeholders As we continue to review and adopt new curriculums.	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	Staff has regularly reviewed of evidence based aligned with the CCS curriculum with all stakeholders All newly adopted curriculums have been reviewed and vetted.

English Learner education • Supplemental instructional materials for all subject areas, TK-12					
Effectiveness of online curriculum implementation	Irregular & ineffective use of report features in online curriculum Ongoing training as needed for effective implementation	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	100% Effective use of report features in online curriculum Ongoing training as needed to continue our effective implementation
Increase the number of students who have access to a computer and internet access	We have identified 15% of our students are in need of technology	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	100% of our student that are in need have computer and internet access
Content of professional development (PD) opportunities - culturally responsive practices	Training for school staff on strategies to engage students and families in addressing students' social-emotional health and academic needs	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	All staff trained on strategies to engage students and families in addressing students' social-emotional health academic needs
# students College Career Ready as indicated by the Readiness Preparation matrix	6.54% (28 students) have participated in at least 1 College Career Readiness Preparation	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	100% of graduating students College Career Ready as indicated by the Readiness Preparation matrix

# students completing a College Career Readiness Preparation pathway	9 students have completed a pathway as of 5/2021	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	100% of High school students complete a pathway
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Actions

Action #	Title	Description	Total Funds	Contributing
1	Engaging, High-quality, Culturally Responsive Curriculum, and Instruction	Provide regular PD opportunities for culturally responsive practices, including curriculum implementation support, book clubs, in-service days, newsletters	\$25,000	Y
2	Removal of academic barriers	Cottonwood has purchased online curriculum resources both academic for all students in all grades to provide immediate access to standards based curriculum. Including Brainpop and Brainpop ELL, My Big Life Journals, 7Mindset.	\$48,000	Y
3	Support for College and Career Readiness	Expand opportunities to dually support students' college and career readiness, including access to CTE pathways, targeted support for low-income students, and expanded post-secondary linkages to provide work-based learning opportunities. Improve career pathways data tracking, program completion & participation in college readiness and career readiness activities, including enrollment in academic bridge courses	\$30,000	Y
4	Access to online curriculum, technology	Additional devices, including Chromebooks for English learners, students living in poverty, students placed in foster care, students experiencing homelessness, and those with exceptional needs. This will provide access to online curriculum, online community partners and other resources to support students in academic progress. Additional devices to provide for general education students in need of a device to access their curriculum, online classes or virtual direct instruction.	\$101,510	Y

Goal Analysis [LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of how effective the specific actions were in making progress toward the goal.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A report of the Estimated Actual Expenditures for last year’s actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
2	Students are provided the specific academic, behavioral, social-emotional, and mental and physical health supports to meet their individual needs - especially English Learners, Students with Disabilities, Foster Youth, Homeless Youth, and other student groups whose outcomes indicate the greatest need.

An explanation of why the LEA has developed this goal.

As an independent study school, students need a variety of ways to engage with the school community to positively impact their educational experience. Focused professional development for parents/learning coaches continues to be a need because they provide daily instructional support to students.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Develop and implement social/emotional intervention programs.	Expand on our SEL program with the addition of 7Mindsets, continue with Growth Mindset activities and journal with My Big Life	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	100% of teachers teach growth mindset to all of their students
Provide systems of support and personnel for English Learners, SocioEconomic Disadvantaged, Homeless, Foster, and SPED students to intervene and support their academic success.	Develop and expand our tutoring or other one-on-one or small group learning supports by adding paraprofessionals serving in supplemental programs available to all students.	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	A fully developed in-house tutoring or other one-on-one or small group learning supported by paraprofessionals serving in supplemental programs available to all students.

Actions

Action #	Title	Description	Total Funds	Contributing
1	Verified Data Collection	Internal Common assessments to measure student progress and identify areas our students are struggling in.	\$50,000	Y

2	Staff will meet monthly to analyze student achievement share and discuss best practices and resources for supporting learning in a virtual environment.	Monitor grade level growth for all subgroups, Sharing monthly writing & math SBAC-aligned prompts	\$48,000	Y
	PD will be provided monthly on academic assessment and SEL growth	Teach growth mindset to all students, ensure all staff understand the importance of mindsets and have resources to implement teaching of mindsets by including mindset trainings in PD days and regularly sharing Mindset Monday lessons	\$218,393	Y
3	Provide access to a variety of resources to meet their academic needs, online, virtual and in-person instruction.	Effectively implement online curriculum & digital instructional tools, including use of reports, student level data and PD for implementation	\$200,000	Y

Goal Analysis [LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of how effective the specific actions were in making progress toward the goal.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
3	The Cottonwood School partners with parents, students, and staff to guide and facilitate student learning opportunities, support choice, provide opportunities to lift marginalized voices, celebrate cultures, create space for understanding, create avenues for building authentic relationships through various meaningful community events. The Cottonwood School is committed to cultivating a climate of trust and transparency, clear communication, and an opportunity for all voices to be heard and represented.

An explanation of why the LEA has developed this goal.

This goal has been developed to ensure all students in the The Cottonwood School and their families are engaged in learning.

The actions in this goal address the following state priorities:

Priority 3 - Parental Involvement

Priority 5 - Pupil Engagement

Priority 6 - School Climate

The combined actions included in this goal are centered on academic engagement as this is an attribute of successful schools.

The metrics associated with this goal are regularly reviewed to monitor progress.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
CA School Dashboard Parent & Family Engagement Indicator	1. Developing the capacity of staff to build trusting and respectful relationships with families	[Insert outcome here]	[Insert outcome here]	[Insert outcome here]	1. Implementing policies or programs for teachers to meet with families and students to discuss student progress and ways to work

2. Creating welcoming environments for all families in the community

3. Supporting staff to learn about each family's strengths, cultures, languages, and goals for their children -

4. Providing professional learning and support to teachers and administrators to improve a school's capacity to partner with families -

together to support improved student outcomes -
Full Implementation and Sustainability

2. Creating welcoming environments for all families in the community -
Full Implementation and Sustainability

3. Supporting staff to learn about each family's strengths, cultures, languages, and goals for their children - Full Implementation

4. Providing professional learning and support to teachers and principals to improve a school's capacity to partner with families - Full Implementation and Sustainability

5. Providing families with information and resources to support student learning and development at home Implementing policies or programs for teachers to meet with families and students to discuss student progress and ways to work together to support improved student outcomes -

5. Providing families with information and resources to support student learning and development at home Implementing policies or programs for teachers to meet with families and students to discuss student progress and ways to work together to support improved student outcomes -

Full Implementation and Sustainability

Actions

Action #	Title	Description	Total Funds	Contributing
1	Cooperative Learning	Teachers provide learning opportunities , educational experiences through the daily use of practices that promote equity and access, foster interdependence, individual accountability, and equal participation for all students.	\$950,000	Y
2	Positive Behavior Intervention Supports (PBIS)	School administrators and teachers utilize a multi-tiered system of supports which includes Positive Behavior Interventions and Supports (PBIS), bully prevention programs, and other means of correction to ensure positive school climates and wellness for all students.	\$48,000	Y
3	MDIP (Multicultural Diversity & Inclusion Perspectives)	Ensure that all programs are culturally and linguistically responsive to the needs of our students and their families.	\$ 75,500	Y
4	Pathways for LCAP Input	Director of School Accountability and Compliance provides pathways for stakeholders to offer input on the development of the district Local Control Accountability Plan (LCAP) through: Annual parent/guardian, staff, and student (grades 4-12) surveys. Fall and spring community forums.	\$0	N

	<p>Staff and parent email communications.</p> <p>An online platform that collects input on the draft LCAP prior to School Board approval.</p> <p>An LCAP Advisory Committee comprises parents, staff, and representatives who analyze feedback to determine community priorities.</p>		
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Goal Analysis [LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

An explanation of how effective the specific actions were in making progress toward the goal.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

Not applicable. According to the California Department of Education, the “Goal Analysis” section will be implemented in the 2022-23 LCAP.

A report of the Estimated Actual Expenditures for last year’s actions may be found in the Annual Update Expenditures Table.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [LCAP Year]

Percentage to Increase or Improve Services	Increased Apportionment based on the Enrollment of Foster Youth, English Learners, and Low-Income students
7.87%	\$1,607,197

The Budgeted Expenditures for Actions identified as Contributing may be found in the Increased or Improved Services Expenditures Table.

Required Descriptions

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

1 Professional Development for Intervention –

Our examination of successful student assessment data reveals that students assigned to highly trained Intervention teachers perform at higher levels than students who have not participated in intervention with a highly qualified teacher. Professional learning has a powerful effect on teacher skills and knowledge, and student learning. However, to be effective, it must be sustained, focused on important content, and embedded in the family's work and the HST that support ongoing improvements and student achievement.

2. Plan of Actions for Student Success –

A review of diagnostic data from our verified data (locally administered assessments) for our foster youth, English learners, and low-income students who are not meeting English Language Arts and/or Mathematics standards reveals these students display gaps in understanding. To address these learning gaps, the HST writes an Assignment Work Record, AWR, for all students that outline the foundational areas the student struggles in and communicates with the family in addressing these learning needs.

3. Collaboration for Struggling Students –

"By promoting a culture of collaboration focused on knowing a team's collective impact, leaders have the potential to support school improvement in ways that positively influence teachers' collective efficacy beliefs and thus promote student achievement." (Donohoo, Hattie & Eells, 2018). Considering the unique and pervasive needs of foster youth, English learners, and low-income students, teacher collaboration is critical to their success.

4. Newcomer Support

English Language Development classes are in place to provide increased services for our English Learners during the school day. The number of English learners (ELs) in the U.S. has risen 10 percent in the last decade, representing about 4.5 million public K–12 students. In

The Cottonwood School 6.56, EL students represent approximately 6.56% of the total student population. Computer-based supplemental literacy programs support teachers in providing designated instruction in meeting the diverse language and academic needs of English learner students in TCS. Computer-based instructional materials offer engaging, interactive platforms, with high-interest materials that improve student learning and help teachers with the assistance of instructional aides provide personalized

A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.

The Cottonwood School will receive approximately \$1,607,197 in supplemental funding for the LCAP year calculated based on the number and concentration of low-income, foster youth, and English Learner pupils as pursuant to 5 CCR 15496(a)(5). A review of The Cottonwood School's needs and metrics, along with stakeholder input, determined that utilizing the supplemental grant for the following services and programs would be the most effective use of funds to meet the goals for unduplicated pupils.

Programs and services using supplemental grant funding support the academic achievement and engagement needs of our student groups with a significant achievement gap, English learners, low-income students, and foster youth. Programs and services principally directed for these student groups include: professional development for teachers in literacy, remediation, cultural proficiency, motivation, classroom engagement, and English language development (ELD); progress monitoring, early identification, and pre-referral supports for academic needs; during the school day universal access (designated) instruction; supplemental literacy and English development remediation materials; and additional personnel focused on supporting students and engaging their families in education.

Instructions

[Plan Summary](#)

[Stakeholder Engagement](#)

[Goals and Actions](#)

[Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students](#)

For additional questions or technical assistance related to the completion of the LCAP template, please contact the local COE, or the California Department of Education's (CDE's) Local Agency Systems Support Office by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Introduction and Instructions

The Local Control Funding Formula (LCFF) requires LEAs to engage their local stakeholders in an annual planning process to evaluate their progress within eight state priority areas encompassing all statutory metrics (COEs have ten state priorities). LEAs document the results of this planning process in the Local Control and Accountability Plan (LCAP) using the template adopted by the State Board of Education.

The LCAP development process serves three distinct, but related functions:

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning (California *Education Code* [EC] 52064(e)(1)). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. Local educational agencies (LEAs) should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Stakeholder Engagement:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful stakeholder engagement (EC 52064(e)(1)). Local stakeholders possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because aspects of the LCAP template require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
 - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC 52064(b)(4-6)).

- Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC 52064(b)(1) & (2)).
- Annually reviewing and updating the LCAP to reflect progress toward the goals (EC 52064(b)(7)).

The LCAP template, like each LEA's final adopted LCAP, is a document, not a process. LEAs must use the template to memorialize the outcome of their LCAP development process, which should: (a) reflect comprehensive strategic planning (b) through meaningful engagement with stakeholders that (c) meets legal requirements, as reflected in the final adopted LCAP. The sections included within the LCAP template do not and cannot reflect the full development process, just as the LCAP template itself is not intended as a stakeholder engagement tool.

If a county superintendent of schools has jurisdiction over a single school district, the county board of education and the governing board of the school district may adopt and file for review and approval a single LCAP consistent with the requirements in EC sections 52060, 52062, 52066, 52068, and 52070. The LCAP must clearly articulate to which entity's budget (school district or county superintendent of schools) all budgeted and actual expenditures are aligned.

The revised LCAP template for the 2021–22, 2022–23, and 2023–24 school years reflects statutory changes made through Assembly Bill 1840 (Committee on Budget), Chapter 243, Statutes of 2018. These statutory changes enhance transparency regarding expenditures on actions included in the LCAP, including actions that contribute to meeting the requirement to increase or improve services for foster youth, English learners, and low-income students, and to streamline the information presented within the LCAP to make adopted LCAPs more accessible for stakeholders and the public.

At its most basic, the adopted LCAP should attempt to distill not just what the LEA is doing, but also allow stakeholders to understand why, and whether those strategies are leading to improved opportunities and outcomes for students. LEAs are strongly encouraged to use language and a level of detail in their adopted LCAPs intended to be meaningful and accessible for the LEA's diverse stakeholders and the broader public.

In developing and finalizing the LCAP for adoption, LEAs are encouraged to keep the following overarching frame at the forefront of the strategic planning and stakeholder engagement functions:

Given present performance across the state priorities and on indicators in the California School Dashboard, how is the LEA using its budgetary resources to respond to student and community needs, and address any performance gaps, including by meeting its obligation to increase or improve services for foster youth, English learners, and low-income students?

LEAs are encouraged to focus on a set of metrics or a set of actions that the LEA believes, based on input gathered from stakeholders, research, and experience, will have the biggest impact on behalf of its students.

These instructions address the requirements for each section of the LCAP, but may include information about effective practices when developing the LCAP and completing the LCAP itself. Additionally, information is included at the beginning of each section emphasizing the purpose that each section serves.

Plan Summary

Purpose

A well-developed Plan Summary section provides a meaningful context for the LCAP. This section provides information about an LEA's community as well as relevant information about student needs and performance. In order to provide a meaningful context for the rest of the LCAP, the content of this section should be clearly and meaningfully related to the content included in the subsequent sections of the LCAP.

Requirements and Instructions

General Information – Briefly describe the students and community. For example, information about an LEA in terms of geography, enrollment, or employment, the number and size of specific schools, recent community challenges, and other such information as an LEA wishes to include can enable a reader to more fully understand an LEA's LCAP.

Reflections: Successes – Based on a review of performance on the state indicators and local performance indicators included in the Dashboard, progress toward LCAP goals, local self-assessment tools, stakeholder input, and any other information, what progress is the LEA most proud of and how does the LEA plan to maintain or build upon that success? This may include identifying specific examples of how past increases or improvements in services for foster youth, English learners, and low-income students have led to improved performance for these students.

Reflections: Identified Need – Referring to the Dashboard, identify: (a) any state indicator for which overall performance was in the “Red” or “Orange” performance category or any local indicator where the LEA received a “Not Met” or “Not Met for Two or More Years” rating AND (b) any state indicator for which performance for any student group was two or more performance levels below the “all student” performance. What steps is the LEA planning to take to address these areas of low performance and performance gaps? Other needs may be identified using locally collected data including data collected to inform the self-reflection tools and reporting local indicators on the Dashboard.

LCAP Highlights – Identify and briefly summarize the key features of this year's LCAP.

Comprehensive Support and Improvement – An LEA with a school or schools identified for comprehensive support and improvement (CSI) under the Every Student Succeeds Act must respond to the following prompts:

- **Schools Identified:** Identify the schools within the LEA that have been identified for CSI.
- **Support for Identified Schools:** Describe how the LEA has or will support the identified schools in developing CSI plans that included a school-level needs assessment, evidence-based interventions, and the identification of any resource inequities to be addressed through the implementation of the CSI plan.

- **Monitoring and Evaluating Effectiveness:** Describe how the LEA will monitor and evaluate the implementation and effectiveness of the CSI plan to support student and school improvement.

Stakeholder Engagement

Purpose

Significant and purposeful engagement of parents, students, educators, and other stakeholders, including those representing the student groups identified by LCFF, is critical to the development of the LCAP and the budget process. Consistent with statute, such stakeholder engagement should support comprehensive strategic planning, accountability, and improvement across the state priorities and locally identified priorities (EC 52064(e)(1)). Stakeholder engagement is an ongoing, annual process.

This section is designed to reflect how stakeholder engagement influenced the decisions reflected in the adopted LCAP. The goal is to allow stakeholders that participated in the LCAP development process and the broader public understand how the LEA engaged stakeholders and the impact of that engagement. LEAs are encouraged to keep this goal in the forefront when completing this section.

Statute and regulations specify the stakeholder groups that school districts and COEs must consult when developing the LCAP: teachers, principals, administrators, other school personnel, local bargaining units of the LEA, parents, and students. Before adopting the LCAP, school districts and COEs must share it with the Parent Advisory Committee and, if applicable, to its English Learner Parent Advisory Committee. The superintendent is required by statute to respond in writing to the comments received from these committees. School districts and COEs must also consult with the special education local plan area administrator(s) when developing the LCAP. Statute requires charter schools to consult with teachers, principals, administrators, other school personnel, parents, and students in developing the LCAP. The LCAP should also be shared with, and LEAs should request input from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, student advisory groups, etc.), to facilitate alignment between schoolsite and district-level goals and actions.

Information and resources that support effective stakeholder engagement, define student consultation, and provide the requirements for advisory group composition, can be found under Resources on the following web page of the CDE's website: <https://www.cde.ca.gov/re/lc/>.

Requirements and Instructions

Below is an excerpt from the 2018–19 *Guide for Annual Audits of K–12 Local Education Agencies and State Compliance Reporting*, which is provided to highlight the legal requirements for stakeholder engagement in the LCAP development process:

Local Control and Accountability Plan:

For county offices of education and school districts only, verify the LEA:

- Presented the local control and accountability plan to the parent advisory committee in accordance with Education Code section 52062(a)(1) or 52068(a)(1), as appropriate.

- b) If applicable, presented the local control and accountability plan to the English learner parent advisory committee, in accordance with Education Code section 52062(a)(2) or 52068(a)(2), as appropriate.
- c) Notified members of the public of the opportunity to submit comments regarding specific actions and expenditures proposed to be included in the local control and accountability plan in accordance with Education Code section 52062(a)(3) or 52068(a)(3), as appropriate.
- d) Held at least one public hearing in accordance with Education Code section 52062(b)(1) or 52068(b)(1), as appropriate.
- e) Adopted the local control and accountability plan in a public meeting in accordance with Education Code section 52062(b)(2) or 52068(b)(2), as appropriate.

Prompt 1: “A summary of the stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP.”

Describe the stakeholder engagement process used by the LEA to involve stakeholders in the development of the LCAP, including, at a minimum, describing how the LEA met its obligation to consult with all statutorily required stakeholder groups as applicable to the type of LEA. A sufficient response to this prompt must include general information about the timeline of the process and meetings or other engagement strategies with stakeholders. A response may also include information about an LEA’s philosophical approach to stakeholder engagement.

Prompt 2: “A summary of the feedback provided by specific stakeholder groups.”

Describe and summarize the stakeholder feedback provided by specific stakeholders. A sufficient response to this prompt will indicate ideas, trends, or inputs that emerged from an analysis of the feedback received from stakeholders.

Prompt 3: “A description of the aspects of the LCAP that were influenced by specific stakeholder input.”

A sufficient response to this prompt will provide stakeholders and the public clear, specific information about how the stakeholder engagement process influenced the development of the LCAP. The response must describe aspects of the LCAP that were influenced by or developed in response to the stakeholder feedback described in response to Prompt 2. This may include a description of how the LEA prioritized stakeholder requests within the context of the budgetary resources available or otherwise prioritized areas of focus within the LCAP. For the purposes of this prompt, “aspects” of an LCAP that may have been influenced by stakeholder input can include, but are not necessarily limited to:

- Inclusion of a goal or decision to pursue a Focus Goal (as described below)
- Inclusion of metrics other than the statutorily required metrics
- Determination of the desired outcome on one or more metrics
- Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
- Inclusion of action(s) or a group of actions
- Elimination of action(s) or group of actions
- Changes to the level of proposed expenditures for one or more actions

- Inclusion of action(s) as contributing to increased or improved services for unduplicated services
- Determination of effectiveness of the specific actions to achieve the goal
- Determination of material differences in expenditures
- Determination of changes made to a goal for the ensuing LCAP year based on the annual update process
- Determination of challenges or successes in the implementation of actions

Goals and Actions

Purpose

Well-developed goals will clearly communicate to stakeholders what the LEA plans to accomplish, what the LEA plans to do in order to accomplish the goal, and how the LEA will know when it has accomplished the goal. A goal statement, associated metrics and expected outcomes, and the actions included in the goal should be in alignment. The explanation for why the LEA included a goal is an opportunity for LEAs to clearly communicate to stakeholders and the public why, among the various strengths and areas for improvement highlighted by performance data and strategies and actions that could be pursued, the LEA decided to pursue this goal, and the related metrics, expected outcomes, actions, and expenditures.

A well-developed goal can be focused on the performance relative to a metric or metrics for all students, a specific student group(s), narrowing performance gaps, or implementing programs or strategies expected to impact outcomes. LEAs should assess the performance of their student groups when developing goals and the related actions to achieve such goals.

Requirements and Instructions

LEAs should prioritize the goals, specific actions, and related expenditures included within the LCAP within one or more state priorities. LEAs should consider performance on the state and local indicators, including their locally collected and reported data for the local indicators that are included in the Dashboard in determining whether and how to prioritize its goals within the LCAP.

In order to support prioritization of goals, the LCAP template provides LEAs with the option of developing three different kinds of goals:

- **Focus Goal:** A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
- **Broad Goal:** A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.
- **Maintenance of Progress Goal:** A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

At a minimum, the LCAP must address all LCFF priorities and associated metrics.

Focus Goal(s)

Goal Description: The description provided for a Focus Goal must be specific, measurable, and time bound. An LEA develops a Focus Goal to address areas of need that may require or benefit from a more specific and data intensive approach. The Focus Goal can explicitly reference the metric(s) by which achievement of the goal will be measured and the time frame according to which the LEA expects to achieve the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA has chosen to prioritize this goal. An explanation must be based on Dashboard data or other locally collected data. LEAs must describe how the LEA identified this goal for focused attention, including relevant consultation with stakeholders. LEAs are encouraged to promote transparency and understanding around the decision to pursue a focus goal.

Broad Goal

Goal Description: Describe what the LEA plans to achieve through the actions included in the goal. The description of a broad goal will be clearly aligned with the expected measurable outcomes included for the goal. The goal description organizes the actions and expected outcomes in a cohesive and consistent manner. A goal description is specific enough to be measurable in either quantitative or qualitative terms. A broad goal is not as specific as a focus goal. While it is specific enough to be measurable, there are many different metrics for measuring progress toward the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA developed this goal and how the actions and metrics grouped together will help achieve the goal.

Maintenance of Progress Goal

Goal Description: Describe how the LEA intends to maintain the progress made in the LCFF State Priorities not addressed by the other goals in the LCAP. Use this type of goal to address the state priorities and applicable metrics not addressed within the other goals in the LCAP. The state priorities and metrics to be addressed in this section are those for which the LEA, in consultation with stakeholders, has determined to maintain actions and monitor progress while focusing implementation efforts on the actions covered by other goals in the LCAP.

Explanation of why the LEA has developed this goal: Explain how the actions will sustain the progress exemplified by the related metrics.

Measuring and Reporting Results:

For each LCAP year, identify the metric(s) that the LEA will use to track progress toward the expected outcomes. LEAs are encouraged to identify metrics for specific student groups, as appropriate, including expected outcomes that would reflect narrowing of any existing performance gaps.

Include in the baseline column the most recent data associated with this metric available at the time of adoption of the LCAP for the first year of the three-year plan. LEAs may use data as reported on the 2019 Dashboard for the baseline of a metric only if that data represents the most recent available (e.g. high school graduation rate).

Using the most recent data available may involve reviewing data the LEA is preparing for submission to the California Longitudinal Pupil Achievement Data System (CALPADS) or data that the LEA has recently submitted to CALPADS. Because final 2020–2021 outcomes on some

metrics may not be computable at the time the 2021–24 LCAP is adopted (e.g. graduation rate, suspension rate), the most recent data available may include a point in time calculation taken each year on the same date for comparability purposes.

The baseline data shall remain unchanged throughout the three-year LCAP.

Complete the table as follows:

- **Metric:** Indicate how progress is being measured using a metric.
- **Baseline:** Enter the baseline when completing the LCAP for 2021–22. As described above, the baseline is the most recent data associated with a metric. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 1 Outcome:** When completing the LCAP for 2022–23, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 2 Outcome:** When completing the LCAP for 2023–24, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 3 Outcome:** When completing the LCAP for 2024–25, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above. The 2024–25 LCAP will be the first year in the next three-year cycle. Completing this column will be part of the Annual Update for that year.
- **Desired Outcome for 2023-24:** When completing the first year of the LCAP, enter the desired outcome for the relevant metric the LEA expects to achieve by the end of the 2023–24 LCAP year.

Timeline for completing the “**Measuring and Reporting Results**” part of the Goal.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023-24)
Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2022–23 . Leave blank until then.	Enter information in this box when completing the LCAP for 2023–24 . Leave blank until then.	Enter information in this box when completing the LCAP for 2024–25 . Leave blank until then.	Enter information in this box when completing the LCAP for 2021–22 .

The metrics may be quantitative or qualitative; but at minimum, an LEA’s LCAP must include goals that are measured using all of the applicable metrics for the related state priorities, in each LCAP year as applicable to the type of LEA. To the extent a state priority does not specify one or more metrics (e.g., implementation of state academic content and performance standards), the LEA must identify a metric to use within the LCAP. For these state priorities, LEAs are encouraged to use metrics based on or reported through the relevant self-reflection tool for local indicators within the Dashboard.

Actions: Enter the action number. Provide a short title for the action. This title will also appear in the expenditure tables. Provide a description of the action. Enter the total amount of expenditures associated with this action. Budgeted expenditures from specific fund sources will be provided in the summary expenditure tables. Indicate whether the action contributes to meeting the increase or improved services requirement as described in the Increased or Improved Services section using a “Y” for Yes or an “N” for No. (Note: for each such action offered on an LEA-wide or schoolwide basis, the LEA will need to provide additional information in the Increased or Improved Summary Section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496(b) in the Increased or Improved Services Section of the LCAP).

Actions for English Learners: School districts, COEs, and charter schools that have a numerically significant English learner student subgroup must include specific actions in the LCAP related to, at a minimum, the language acquisition programs, as defined in *EC* Section 306, provided to students and professional development activities specific to English learners.

Actions for Foster Youth: School districts, COEs, and charter schools that have a numerically significant Foster Youth student subgroup are encouraged to include specific actions in the LCAP designed to meet needs specific to Foster Youth students.

Goal Analysis:

Enter the LCAP Year

Using actual annual measurable outcome data, including data from the Dashboard, analyze whether the planned actions were effective in achieving the goal. Respond to the prompts as instructed.

- Describe the overall implementation of the actions to achieve the articulated goal. Include a discussion of relevant challenges and successes experienced with the implementation process. This must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.
- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures. Minor variances in expenditures do not need to be addressed, and a dollar-for-dollar accounting is not required.
- Describe the effectiveness of the specific actions to achieve the articulated goal as measured by the LEA. In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal. When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for stakeholders. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students

Purpose

A well-written Increased or Improved Services section provides stakeholders with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improved services for its unduplicated students as compared to all students and how LEA-wide or schoolwide actions identified for this purpose meet regulatory requirements. Descriptions provided should include sufficient detail yet be sufficiently succinct to promote a broader understanding of stakeholders to facilitate their ability to provide input. An LEA's description in this section must align with the actions included in the Goals and Actions section as contributing.

Requirements and Instructions

This section must be completed for each LCAP year.

When developing the LCAP in year 2 or year 3, copy the “Increased or Improved Services” section and enter the appropriate LCAP year. Using the copy of the section, complete the section as required for the relevant LCAP year. Retain all prior year sections for each of the three years within the LCAP.

Percentage to Increase or Improve Services: Identify the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year as calculated pursuant to 5 CCR Section 15496(a)(7).

Increased Apportionment based on the enrollment of Foster Youth, English Learners, and Low-Income Students: Specify the estimate of the amount of funds apportioned on the basis of the number and concentration of unduplicated pupils for the LCAP year.

Required Descriptions:

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

For each action included in the Goals and Actions section as contributing to the increased or improved services requirement for unduplicated pupils and provided on an LEA-wide or schoolwide basis, the LEA must include an explanation consistent with 5 CCR Section 15496(b). For any such actions continued into the 2021–24 LCAP from the 2017–2020 LCAP, the LEA must determine whether or not the action was effective as expected, and this determination must reflect evidence of outcome data or actual implementation to date.

Principally Directed and Effective: An LEA demonstrates how an action is principally directed towards and effective in meeting the LEA’s goals for unduplicated students when the LEA explains how:

- It considers the needs, conditions, or circumstances of its unduplicated pupils;
- The action, or aspect(s) of the action (including, for example, its design, content, methods, or location), is based on these considerations; and
- The action is intended to help achieve an expected measurable outcome of the associated goal.

As such, the response provided in this section may rely on a needs assessment of unduplicated students.

Conclusory statements that a service will help achieve an expected outcome for the goal, without an explicit connection or further explanation as to how, are not sufficient. Further, simply stating that an LEA has a high enrollment percentage of a specific student group or groups does not meet the increase or improve services standard because enrolling students is not the same as serving students.

For example, if an LEA determines that low-income students have a significantly lower attendance rate than the attendance rate for all students, it might justify LEA-wide or schoolwide actions to address this area of need in the following way:

After assessing the needs, conditions, and circumstances of our low-income students, we learned that the attendance rate of our low-income students is 7% lower than the attendance rate for all students. (Needs, Conditions, Circumstances [Principally Directed])

In order to address this condition of our low-income students, we will develop and implement a new attendance program that is designed to address some of the major causes of absenteeism, including lack of reliable transportation and food, as well as a school climate that does not emphasize the importance of attendance. Goal N, Actions X, Y, and Z provide additional transportation and nutritional resources as well as a districtwide educational campaign on the benefits of high attendance rates. (Contributing Action(s))

These actions are being provided on an LEA-wide basis and we expect/hope that all students with less than a 100% attendance rate will benefit. However, because of the significantly lower attendance rate of low-income students, and because the actions meet needs most associated with the chronic stresses and experiences of a socio-economically disadvantaged status, we expect that the attendance rate for our low-income students will increase significantly more than the average attendance rate of all other students. (Measurable Outcomes [Effective In])

COEs and Charter Schools: Describe how actions included as contributing to meeting the increased or improved services requirement on an LEA-wide basis are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above. In the case of COEs and charter schools, schoolwide and LEA-wide are considered to be synonymous.

For School Districts Only:

Actions Provided on an LEA-Wide Basis:

Unduplicated Percentage > 55%: For school districts with an unduplicated pupil percentage of 55% or more, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above.

Unduplicated Percentage < 55%: For school districts with an unduplicated pupil percentage of less than 55%, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities. Also describe how the actions **are the most effective use of the funds** to meet these goals for its unduplicated pupils. Provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

Actions Provided on a Schoolwide Basis:

School Districts must identify in the description those actions being funded and provided on a schoolwide basis, and include the required description supporting the use of the funds on a schoolwide basis.

For schools with 40% or more enrollment of unduplicated pupils: Describe how these actions are principally directed to and effective in meeting its goals for its unduplicated pupils in the state and any local priorities.

For school districts expending funds on a schoolwide basis at a school with less than 40% enrollment of unduplicated pupils:

Describe how these actions are principally directed to and how the actions are the most effective use of the funds to meet its goals for foster youth, English learners, and low-income students in the state and any local priorities.

“A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.”

Consistent with the requirements of 5 CCR Section 15496, describe how services provided for unduplicated pupils are increased or improved by at least the percentage calculated as compared to the services provided for all students in the LCAP year. To improve services means to grow services in quality and to increase services means to grow services in quantity. Services are increased or improved by those actions in the LCAP that are included in the Goals and Actions section as contributing to the increased or improved services requirement. This description must address how these action(s) are expected to result in the required proportional increase or improvement in services for unduplicated pupils as compared to the services the LEA provides to all students for the relevant LCAP year.

Expenditure Tables

Complete the Data Entry table for each action in the LCAP. The information entered into this table will automatically populate the other Expenditure Tables. All information is entered into the Data Entry table. Do not enter data into the other tables.

The following expenditure tables are required to be included in the LCAP as adopted by the local governing board or governing body:

- Table 1: Actions
- Table 2: Total Expenditures
- Table 3: Contributing Expenditures
- Table 4: Annual Update Expenditures

The Data Entry table may be included in the LCAP as adopted by the local governing board or governing body, but is not required to be included.

In the Data Entry table, provide the following information for each action in the LCAP for the relevant LCAP year:

- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.
- **Action Title:** Provide a title of the action.

- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering “All”, or by entering a specific student group or groups.
- **Increased / Improved:** Type “Yes” if the action **is** included as contributing to meeting the increased or improved services; OR, type “No” if the action is **not** included as contributing to meeting the increased or improved services.
- If “Yes” is entered into the Contributing column, then complete the following columns:
 - **Scope:** The scope of an action may be LEA-wide (i.e. districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.
 - **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
 - **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate “All Schools”. If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must enter “Specific Schools” or “Specific Grade Spans”. Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades K-5), as appropriate.
- **Time Span:** Enter “ongoing” if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter “1 Year”, or “2 Years”, or “6 Months”.
- **Personnel Expense:** This column will be automatically calculated based on information provided in the following columns:
 - **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
 - **Total Non-Personnel:** This amount will be automatically calculated.
- **LCFF Funds:** Enter the total amount of LCFF funds utilized to implement this action, if any. LCFF funds include all funds that make up an LEA’s total LCFF target (i.e. base grant, grade span adjustment, supplemental grant, concentration grant, Targeted Instructional Improvement Block Grant, and Home-To-School Transportation).
- **Other State Funds:** Enter the total amount of Other State Funds utilized to implement this action, if any.
- **Local Funds:** Enter the total amount of Local Funds utilized to implement this action, if any.

- **Federal Funds:** Enter the total amount of Federal Funds utilized to implement this action, if any.
- **Total Funds:** This amount is automatically calculated based on amounts entered in the previous four columns.

Cover Sheet

Discussion on Board Agenda Bids

Section:	III. Finance
Item:	D. Discussion on Board Agenda Bids
Purpose:	Discuss
Submitted by:	
Related Material:	BoardDocs_Proposal_Cottonwood_Charter__002_.pdf CA_Clients_2020.pdf BoardOnTrack_Membership_Options_April_2021.pdf

BACKGROUND:

BoardDocs vs. Board on Track The prices are comparable. Both can create our agendas and send them.

BoardDocs has advantages, such as adding policies-redline-accept -save and share with the public. In addition, BoardDocs provides the ability to perform searches against the full text of any document in the system – including attachments. The document publisher determines what documents or parts of documents users can access.

RECOMMENDATION:

BoardDocs also can perform searches of public agenda items and policies from similar organizations that use BoardDocs services. Using this feature, we can research policies on a national basis, incorporate findings into our efforts and develop best practices. Saving us a great deal of time and money.



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BoardDocs Pro and Pro Plus

Executive Overview

BoardDocs® Pro is a state-of-the-art, cloud-based Board Management Service developed specifically for public governing bodies. BoardDocs provides a means of immediately publishing and revising agenda items, supporting documents, and policies and procedures via the Internet. Staff Members can quickly and easily create, approve and track agenda items and other correspondence. BoardDocs services offer governing bodies a simple way to eliminate paper-based and less advanced electronic processes while maintaining a searchable, legal repository for all documents.

BoardDocs improves governance by making documents readily available to governing bodies, designated staff and the public in a professional, easy-to-access format. Staff maintains total control over who sees what information - and when.

Benefits Summary

In addition to dramatic improvements in governance processes and board effectiveness, our subscribers consistently report substantial annual cost savings, time-of-staff savings of up to 75%, increased transparency with stakeholders and multiple environmental benefits.

BoardDocs Pro: Features and Benefits

Meeting Control Panel

BoardDocs Pro provides comprehensive tools for meeting management. The core of our meeting management is the Meeting Control Panel (MCP). Using the MCP, designated meeting moderators have the ability to move agenda items in and out of consent, re-order the agenda, record motions, record voting, enable online voting and take notes for inclusion in the minutes.

“Follow Me” Technology

With BoardDocs Pro “Follow Me” technology, it’s easy to be sure that everyone is on the same page. As the meeting moderator moves through the meeting, the governing body members can follow along. They simply click on the blinking agenda item at any time and are immediately taken to the current agenda item.

Voting

BoardDocs Pro is easily customizable and can collect actions in two ways. Organizations can designate a moderator to record the action details during or after the meeting, or the built-in online voting system can be used.

BoardDocs Pro also supports consent agenda items. Using the consent feature, the board can vote on several agenda items at once and BoardDocs Pro populates the resulting vote in each agenda item. Items can be removed from or added to the consent agenda in real time, during the meeting, with a simple click by the meeting moderator.

ScoreBoard

No matter how action information is recorded, BoardDocs Pro can share the results with the public in real time. ScoreBoard is an automated screen that follows the progress of the meeting and keeps the public up-to-date with the actions of the board. It is typically displayed on large screens in the board room during the meeting.

Minutes

BoardDocs Pro uses the action information stored in each agenda item to generate draft minutes of the meetings. Once the minutes are generated, the document publisher can format and edit using the BoardDocs Pro integrated editor.

Annotations

BoardDocs Pro provides support for governing body members to enter private notes on any native BoardDocs Pro document. The notes are stored separately from the organization's data in a private notebook on BoardDocs' servers. While most solutions store annotations together with the organization's data, BoardDocs Pro's private annotation solution is unique. By maintaining the information in a separate database, the organization is not required to provide the annotations in response to a FOIA request.

Meeting Video

Meeting video allows stakeholders to go well beyond documents and actually view what happened during each agenda item in a meeting. This feature simplifies the task of associating and managing meeting video by providing easy-to-use tools that automate the process involved with delivering video over the Web. Users can easily associate their video with each meeting and tag individual agenda items to any part of the video, all while displaying them through the organization's existing BoardDocs interface.

Integrated Solution

BoardDocs is the only solution to provide online meetings, library, goal tracking, events, video and policy solutions in one product.

Search and MetaSearch

BoardDocs provides the ability to perform searches against the full text of any document in the system – including attachments. The document publisher determines what documents or parts of documents users can access. Through MetaSearch, BoardDocs also provides the capability to perform searches of public agenda items and policies from similar organizations using BoardDocs services. By using this exclusive feature, staff and governing bodies can research policies and procurement on a national basis, incorporate findings into their own efforts, develop best practices, and ultimately save a great deal of time and money.

Technical Support

BoardDocs provides live, 7 x 24, US-based, no-charge technical support for all document publishers and authenticated users for the life of the agreement.

BoardDocs Plus

Need a Solution for Multiple Governing Bodies?

BoardDocs Plus is a new service enhancement that enables organizations with multiple public governing bodies to provide a separate, distinct and comprehensive suite of BoardDocs services to each group via one subscription.

BoardDocs Pro can support unlimited types of meetings for different committees; however, by adding Plus, each governing body can have separate confidential meetings, separate document managers and separate administrative access. With BoardDocs Plus, BoardDocs services can provide agenda item-level security so only authenticated users in each group can access meetings, agenda items or even parts of an agenda item.

Feature Summary

The BoardDocs Pro service includes the following features:

- BoardDocs Board Management Solution
- BoardDocs Policy Services Development and Publication Solution
- BoardDocs Library with Support for Events, News, Board Goals and Board Member Pages
- Integrated Board Goals Management and Tracking
- Development, Publication and Tracking of Strategic Plan
- Separate, Customizable Packets for the Board, Staff and Public
- Private Document Annotations for Governing Body Members
- "Follow Me" so Governing Body Members Will Never Get Lost
- Advanced Document Workflow with Support for Unlimited Number of Document Submitters
- Customizable Approval Trees and Collaborative Annotations
- On-line or Manual Voting with Support for Virtually Any Type of Vote
- Automated Minutes Generation and Release
- Access to BoardDocs MetaSearch for national procurement and more
- Search Functionality for Consolidated Searches on Any Content
- Automated Public ScoreBoard, with Voting Results and Speaker Timers
- XML Capabilities to Dynamically Drive BoardDocs Data Into Your Organization's Web site
- Social Sharing via Twitter, Facebook and Email
- 24 x 7, Toll-free, US-based End-user Technical Support
- Access to All Software Enhancements, Including Version Updates and Fixes for the Term of the Agreement

Cost Summary

BoardDocs Pro Document Management System – One-time start-up fee	\$1,000*
Option 1 BoardDocs Pro Document Management System – Recurring Cost: (Includes maintenance/support, installation, training, updates, upgrades, implementation and customization)	\$8,500 per year
Option 2 BoardDocs Pro <u>Plus</u> Document Management System – Recurring Cost: (Includes maintenance/support, installation, training, implementation, updates, upgrades and customization) Provides separate confidential meetings, separate document managers and separate administrative access for unlimited meeting groups of the same organization.	\$12,000 per year

*Waiving through June 30th, 2021

Your contact at BoardDocs is Kristin Forsberg – please see contact details below.



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	Operation	Acceleration	Expansion
Governance Team Access			
Governance team members	Unlimited	Unlimited	Unlimited
Board committees	Unlimited	Unlimited	Unlimited
Online Governance Platform			
Manage meetings: calendar, agenda, minutes, and packets	✓	✓	✓
Zoom integration & post or store videos or transcripts	✓	✓	✓
Public Portal for simple open meeting law compliance	✓	✓	✓
Governance team & committee directory	✓	✓	✓
Unlimited, centralized online document storage	✓	✓	✓
Electronic signature tool for board documents	✓	✓	✓
Meetings attendance tracker	✓	✓	✓
Data-Driven Governance Tools			
Board member engagement metrics	✓	✓	✓
Data-driven board recruiting roadmap	○	✓	✓
Board goals dashboard & task tracking	○	✓	✓
Evidence-based CEO evaluation process	○	✓	✓
Assessments measuring board capabilities	○	✓	✓
Individual trustee assessment	○	✓	✓
Coaching and Consulting			
Online resources & training hub	✓	✓	✓
Governance operations coaching	✓	✓	✓
Live governance professional development workshops	○	✓	✓
Personalized strategic coaching sessions every 90 days	○	✓	✓
Custom coaching or consulting scaled to fit your needs Have our experts to attend your board meetings, help facilitate your retreat, and more. Let’s build a customized partnership to fit your development plans.	○	○	✓
BoardOnTrack Academy online courses	Coming Soon		
Training and Ongoing Support			
Simple self-paced onboarding tutorials	✓	✓	✓
Hands-on help getting your team started	✓	✓	✓
Direct support via live chat and email	✓	✓	✓
Expanded hands-on support from our experts	○	✓	✓
One of our experts attends your board’s first meeting run using BoardOnTrack	○	○	✓
Annual Membership Rates	\$5,995	\$12,995	Starting at \$17,995



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California Clients

Acton Agua Dulce USD	Carlsbad Unified School District
Adelanto School District	Cayucos Elementary School District
Advanced Learning Academy	Ceres Unified School District
Alameda County Office of Education	Cerritos Community College District
Albert Einstein Academies	Chabot Las Positas Community College District
Alisal Union School District	Cielo Vista Charter
Alum Rock Union Elementary School District	Citrus Springs Charter School
Anderson Valley Unified	City College of San Francisco
Antelope Valley Community College District	City of Marysville
Antelope Valley Union High School District	Claremont Unified School District
Antioch Unified School District	Coachella Valley Unified School District
Apple Valley Unified School District	Coast Community College District
Arcohe Union School District	College of Marin
Aspire Public Schools	College of the Desert Community College District
Atwater Elementary School District	College of the Redwoods
Bakersfield City School District	Colton Joint Unified School District
Baldwin Park Unified School District	Colton Redlands Yucaipa ROP
Barstow Community College District	Community College League of California
Big Picture Educational Academy	Compton Community College District
Burton School District	Conejo Valley Unified School District
Byron Union School District	Contra Costa Community College District
Cabrillo Community College District	Contra Costa County Office of Education
Cajon Valley Union School District	Copper Mountain Community College District
Calaveras County Office of Education	Cosumnes River College
CA Community Colleges Chancellors Office	Culver City Unified School District
California Online Community College District	Cupertino Union School District
Calistoga Joint Unified School District	Del Mar Union School District
Campbell Union High School District	



California Clients

Desert Trails Prep Academy	Gompers Preparatory Academy
Dixon Montessori Charter School	Gonzales Unified School District
Dry Creek Joint Elementary School District	Greenfield Union School District
Dublin Unified School District	Grossmont-Cuyamaca Community College District
East Side Union High School District	Grossmont Union High School District
East Whittier City School District	Guerneville School District
Eastside Union School District	Hacienda La Puente Unified School District
El Camino Community College District	Harbor Spring Charter School
El Dorado County Office of Education	Hartnell Community College District
El Monte City School District	Hawking STEAM Charter School
El Monte Union High School District	Hughson Unified School District
El Segundo Unified School District	Imperial Community College District
Epiphany Prep Charter School	Imperial County Office of Education
Escondido Union High School District	Julian Charter School
Escondido Union School District	Kerman Unified School District
Evergreen School District	Kern Community College District
Excelsior Charter Group	Kern High School District
Fairfield-Suisun Unified School District	La Mesa Spring Valley School District
Folsom Lake College	Lafayette School District
Fontana Unified School District	Laguna Beach Unified School District
Foothill-De Anza Community College District	Lakeport Unified School District
Franklin-McKinley School District	Lake County Office of Education
Fremont Unified	Lake Tahoe Community College District
Gateway Adult Education	Laney College
Gavilan Joint Community College District	Larkspur-Corte Madera School District
Glendale Community College District	Lassen Community College
Golden Valley Unified School District	



California Clients

Las Virgenes USD	Mt. San Antonio Community College District
Laverne Elementary Prep Academy	Mt. San Jacinto Community College District
Lawndale Elementary School District	Mueller Charter School
Leadership Public Schools	Napa Valley Community College
Liberty Union High School District	Newark Unified School District
Lincoln Unified School District	New Haven Unified School District
Lindsay Unified School District	North Orange County Regional Occupational Program
Long Beach City College	Norwalk-La Mirada Unified School District
Los Angeles and Orange County Regional Consortium	Oak Grove School District
Los Angeles Community College	Oceanside Unified School District
Manhattan Beach Unified School District	Orange Unified School District
Mariposa County Unified School District/Office of Education	Orinda Union Elementary School District
McFarland Unified School District	Orland Unified School District
Mendocino County Office of Education	Oroville City Elementary School District
Menlo Park City Elementary	Pajaro Valley Unified School District
Merced City Schools	Palo Alto Unified School District
Merced Community College District	Palomar Community College District
Merced Union High School District	Palo Verde Community College District
Mission Valley ROP	Paramount Unified School District
Montecito Union School District	Pasadena City College
Monterey Peninsula College	Peninsula Health Care District
Moraga School District	Peralta Community College District
Moreland School District	Pittsburg Unified School District
Mountain Oaks School	Pixley Union School District
Mountain View School District	Placer County Office of Education
Mount Pleasant Elementary School District	Pomona Unified School District



California Clients

Portola Valley Elementary School District
Redondo Beach USD
Rim of the World Unified School District
Rio Hondo Community College District
Rio School District
Riverside County Education Academy
Riverside County Office of Education
River Springs Charter School
Rocketship Education
Rocklin Academy Family of Schools
Rocklin Unified School District
Roseville City School District
Roseville Joint Union High School District
Ross Valley School District
Salinas Union High School District
Sacramento City College
Sacramento Office of Education
San Bernardino City Unified School District
San Bruno Park School District
San Carlos School District
San Diego Community College District
San Diego Unified School District
San Diego Virtual School
San Francisco Unified School District
San Joaquin Delta College
San Jose/Evergreen Community College District
San Luis Coastal United School District

San Luis Obispo County Community College District
San Marcos Unified School District
San Mateo County Office of Education
Santa Ana Unified School District
Santa Barbara City College
Santa Barbara County Employees' Retirement System
Santa Clara County Office of Education
Santa Clarita Community College District
Santa Rosa Academy
Santa Rosa Junior College
Santa Ynez Valley Union High School District
Sausalito Marin City School District
Sequoia Healthcare District
Sequoia Union High School District
Shasta-Tehama-Trinity Joint Community College District
Sierra College
Siskiyou Joint Community College District
Solana Beach School District
Soledad Unified School District
South Monterey County Joint Union High School District
South Orange County Community College District
South Pasadena Unified School District
Southwestern Community College District
St. Helena Unified School District



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California Clients

State Center Community College District

Stockton Unified School District

Sycamore Academy

Taft City Schools

Taft Union High School District

Temecula International Academy

Temecula Preparatory School

The O'Farrell Charter School

Torrance Unified School District

Tri-Cities ROP

Tustin Unified School District

Union School District

University Preparatory Academy

Upper Lake Unified School District

Val Verde Unified School District

Ventura County Community College District

Ventura County Office of Education

Victor Elementary School District

Victor Valley Community College District

Vista Charter Public Schools

Vista Unified School District

Walnut Creek School District

West Hills Community College District

West Valley-Mission Community College District

Whittier Union High School District

Windsor Unified School District

Wiseburn School District

Woodlake Unified School District

Yosemite Community College District

Yosemite Unified School District

Yuba Community College District

Yucaipa-Calimesa Joint USD

Cover Sheet

Discussion and Potential Action on ConApp

Section: III. Finance
Item: E. Discussion and Potential Action on ConApp
Purpose: Vote
Submitted by:
Related Material: ConApp Request.pdf

BACKGROUND:

To receive this funding, The Cottonwood School would like the board to approve the completion and submission of the Consolidated Application to the state of California.

Consolidated Application (Con App)

Definition Reference Table

The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute categorical funds from various state and federal programs to county offices, school districts, and direct-funded charter schools throughout California.

Most, if not all, districts use the "con app" to secure funding from at least some of the programs on the application. These programs tend to be on roughly the same timeline and are relatively straightforward to apply for, such as:

Title	Definition
Title I, Part A (Basic Grant)	<p>Title I is the largest source of federal education funding to schools with high numbers or percentages of children living in poverty. Schools may operate a targeted program in which services are provided to children who are failing or at risk of failing.</p> <p>Title I Schools identified as either comprehensive or targeted support or improvement must implement at least one evidence-based intervention.</p>
Title II Part A (Supporting Effective Instruction)	<p>Title II funds are intended to improve teacher and leader quality and increase student success by providing evidence-based professional development activities that are sustained, intensive, collaborative, job-embedded, data-driven, and classroom-focused.</p>

Title III English Learner	Title III funds can be used to fund activities that strengthen and increase parent, family, and community engagement in programs that serve English learners.
Title III Immigrant	<p>Immigrant Education Program funds are to be specifically targeted to eligible immigrant students and their families through supplementary programs and services for the underlying purpose of assuring that these students meet the same challenging grade level and graduation standards as mainstream students.</p> <p>The purpose of the Title III - Immigrant Education Program subgrants is to pay for enhanced instructional opportunities for immigrant students and their families.</p> <p>The term "eligible immigrant student" is defined in Title III, Section 3301(6) as an individual student who</p> <ul style="list-style-type: none"> (a) is aged three through twenty-one. (b) was not born in any state (the District of Columbia and the Commonwealth of Puerto Rico) (c) has not attended any one or more schools in the United States for more than three full school years.
Title IV Part A (Student and School Support)	The purpose of Title IV, Part A funds is to improve students' academic achievement by increasing the capacity of states, local educational agencies (LEAs), schools, and local communities to provide all students with access to a well-rounded education; Improve school conditions for student learning.

Cover Sheet

Discussion and Potential Action on CharterSAFE Insurance Plan

Section:	IV. Operations
Item:	A. Discussion and Potential Action on CharterSAFE Insurance Plan
Purpose:	Vote
Submitted by:	
Related Material:	FINAL_PROPOSAL_Cottonwood.pdf



Gallagher

Insurance | Risk Management | Consulting

Commercial Insurance Proposal For

THE COTTONWOOD SCHOOL

3921 Sandstone Drive
El Dorado Hills, CA 95762

Presented By:

Arthur J Gallagher & Co
Insurance Brokers of CA, Inc.

505 N. Brand Blvd., Suite 600
Glendale, CA 91203
p. 818.539.2300
f. 818.539.2301
License No. 0726293

June 11, 2021



Gallagher

Insurance | Risk Management | Consulting

Premium Summary / Comparison

Line of Business	CharterSAFE	CharterSAFE	Alternatives
Commercial Property	Included	Included	\$2,000.00
Commercial Auto	Included	Included	\$390.00
Commercial Crime	Included	Included	\$1,752.00
General Liability	Included	Included	\$42,500.00
Educators Legal Liability (E&O, D&O, EPLI)	Included	Included	\$11,000.00
Fiduciary Liability	Included	Included	\$694.50
Excess Liability(\$10m)	Included	Included	\$17,500.00
Excess Liability (\$15m x \$10m)	Included	Included	\$45,000.00
Cyber Liability	Included	Included	\$5,733.79
Student Accident	Included	Included	\$7,130.50
Workplace Violence	Included	Included	\$3,757.12
Pollution Liability	Included	Included	\$2,681.25
Total:	\$204,051.00	\$224,270.00	\$140,139.16
Workers Compensation	\$81,083.00	\$113,748.00	\$121,561.00
COVID Rebate:	N/A	(\$4,225.00)	N/A
Total Annual Premium:	\$285,134.00	\$333,629.00	\$261,700.16

	20-21	21-22	Percentage Difference
Student Count	2,550	2,550	0.00%
Payroll	\$ 8,918,466.00	\$ 12,000,000.00	34.55%
Property Values	\$ 50,000.00	\$ 115,000.00	130.00%
Package Premium	\$ 204,051.00	\$ 224,270.00	9.91%
Package Rate/Student	\$ 80.02	\$ 87.95	9.91%
Work Comp Premium	\$ 81,083.00	\$ 113,748.00	40.29%
WC Rate	0.91%	0.95%	4.26%
Total Cost:	\$ 285,134.00	\$ 338,018.00	18.55%

Cover Sheet

Discussion and Potential Action on the Certification of Signatures for Charters

Section: V. Governance
Item: A. Discussion and Potential Action on the Certification of
Signatures for Charters
Purpose: Vote
Submitted by:
Related Material: Certification of Signatures for Charters.pdf

BACKGROUND:

The EDCOE is requesting The Cottonwood School Board in accordance with the provisions of Section 42633 of the California Education Code, any of the following persons have been duly authorized to sign orders drawn upon the funds of the school district.

Certification of Signatures

The Cottonwood School

Name of School District/Charter

As clerk/secretary to the governing board of the above named school district, I certify that the signatures shown below in Column 1 are of the members of the governing board. I certify that the signatures as shown in column 2 are the verified signatures of the person or persons authorized to sign notices of employment, contracts and orders drawn on the funds of the district. These certifications are made in accordance with the provision of Education Code Sections:

K-12 Districts: 35143, 42632, and 42633
Community College Districts: 72000, 85232, and 85233

If persons authorized to sign orders as shown in Column 2 are unable to do so, the law requires the signatures of the majority of the governing board. These approved signatures are valid for the period of July 1, 2021 to June 30, 2022, in accordance with governing board approval dated June 15, 2021.

<u>Column 1</u> Signatures of Members of the Governing Board	<u>Column 2</u> Signatures of Personnel and/or Members of Governing Board authorized to sign Orders for Salary, or Commercial Payments, Notices of Employment and Contracts.
Signature:	Signature:
Typed Name: Christine Cordero	Typed Name: Cindy Garcia
Title: Board Member	Title: Executive Director

Signature:	Signature:
Typed Name: Deb Hibbard	Typed Name: Stacie Ivery
Title: Board Member	Title: Business Manager

Signature:	Signature:
Typed Name: Donna Huckleby	Typed Name:
Title: Board Member	Title:

Signature:	Signature:
Typed Name: Norman Lorenz	Typed Name:
Title: Board Member	Title:

Signature:	Signature:
Typed Name: Teresa Selby	Typed Name:
Title: Board Member	Title:

Signature:	Signature:
Typed Name:	Typed Name:
Title:	Title:

Signature: _____
 Clerk/Secretary to the Board Ann Buxton

Cover Sheet

Discussion and Potential Action on the 2021-2022 Board Calendar

Section: V. Governance
Item: B. Discussion and Potential Action on the 2021-2022 Board Calendar
Purpose: Vote
Submitted by:
Related Material: TCS Board Calendar 2021-2022.pdf

BACKGROUND:

Attached is the 2021-2022 TCS Board Calendar with meeting dates and time/date sensitive items.

TCS Board Meeting Calendar 2021-2022

July 2021							August 2021							September 2021							October 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3	1	2	3	4	5	6	7				1	2	3	4						1	2
4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23
25	26	27	28	29	30	31	29	30	31					26	27	28	29	30			24	25	26	27	28	29	30
																					31						

November 2021							December 2021							January 2022							February 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6				1	2	3	4							1			1	2	3	4	5
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	27	28					
														30	31												

March 2022							April 2022							May 2022							June 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5						1	2	1	2	3	4	5	6	7				1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		

Notes:

July 27 - Board Meeting

August 24 - Board Meeting

September 28 - Board Meeting

October 26 - Board Meeting

November 30 - Board Meeting

December 14 - Board Meeting

January 25 - Board Meeting

February 22 - Board Meeting

March 22 - Board Meeting

April 26 - Board Meeting

May 24 - Board Meeting

June 28 - Board Meeting

Legend:

Yellow - Board Meetings

Red - Holidays

Orange - School Breaks

2021-2022

October

- * Unaudited Actuals
- *November 1st - Dashboard Indicators due to the state

December

- *Approval of Previous Years Audit
- *December 15 - First Interims due to the county

January

- *February 1st SARC (School Accountability Report Card) due to the state

February

- *March 1st Comprehensive School Safety Plan
- *Conapp Reporting - 1st Report 2/28

March

- *March 15th - Second Interims due to the county
- *March 31st - Auditor Selection Form due to the county
- * Executive Director Evaluation

April

- *April 1st - Form 700s due to the County Board of Supervisors
- *School Calendars

May

- *Public Hearing of LCAP

June

- *Adopted Budget
- *Final Approval of the LCAP
- *Board Meeting Calendar