



## THE COTTONWOOD SCHOOL

### **Regular Scheduled Board Meeting**

**The Cottonwood School**

**March 3, 2020 – 6:30 pm**

**3840 Rosin Court #200**

**Sacramento, CA 95834**

### **AGENDA**

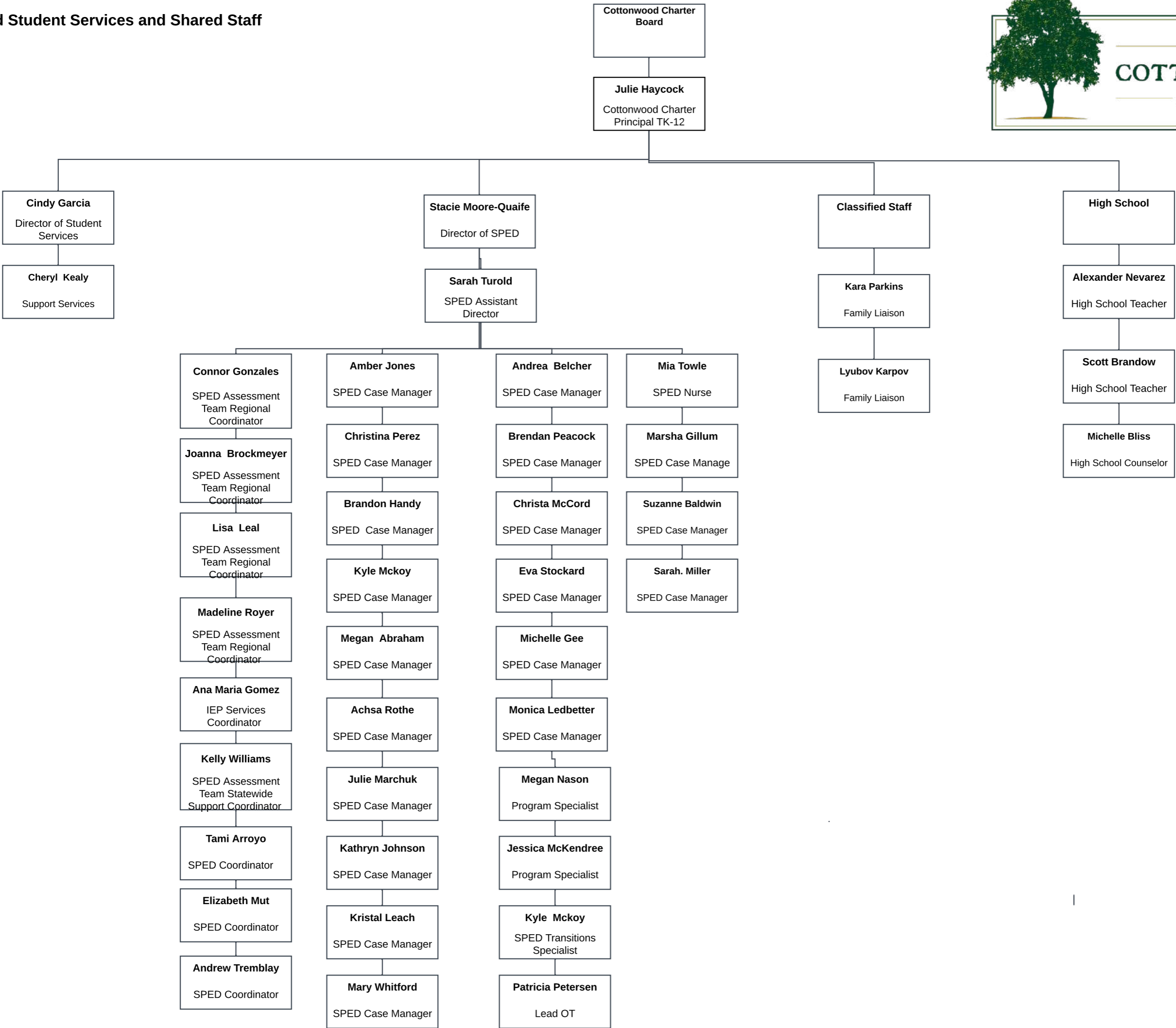
1. Call to Order
2. Approval of the Agenda
3. Public Comments
4. Closed Session – Public Employee Performance Evaluation – Principal (TK-12)
5. Principal's Report
  - a. WASC Visit
  - b. Organizational Charts
    - i. The Cottonwood School
      1. Home Study
      2. On-Site
    - ii. The new ICS Services
  - c. Compliance Calendar
6. Discussion and Potential Action on the January and February Board Meeting Minutes
7. Building Options Presented by Christian Eidem
8. Discussion and Potential Action on the Second Interim Report
9. Discussion and Potential Action on the Auditor Selection
10. Discussion and Potential Action on the MOU with other Schools
11. Discussion and Potential Action on The Cottonwood School and Buckeye Elementary School District MOU
12. Discussion and Potential Action on the Growth Projections and Enrollment Windows
13. Discussion and Potential Action on the Instructional Funds Depreciation Chart
14. Discussion and Potential Action on the 2020-2021 School Calendar
15. Discussion and Potential Action on the Teacher Salary Schedule
16. Discussion and Potential Action on the Fiscal Policies and Procedures

17. Discussion and Potential Action on the Secretary of State Filing with Current Board Members and Accurate Positions
18. Discussion and Potential Action on the Updated SARC.
19. Discussion and Potential Action on the Change of Venue to the School Site to Accommodate Site Use Based on SB 126 ( c ) (1) (A) (B)
20. Discussion and Potential Action on the Board Meeting Calendar
21. Announcement of Next Regular Scheduled Board Meeting
22. Adjournment

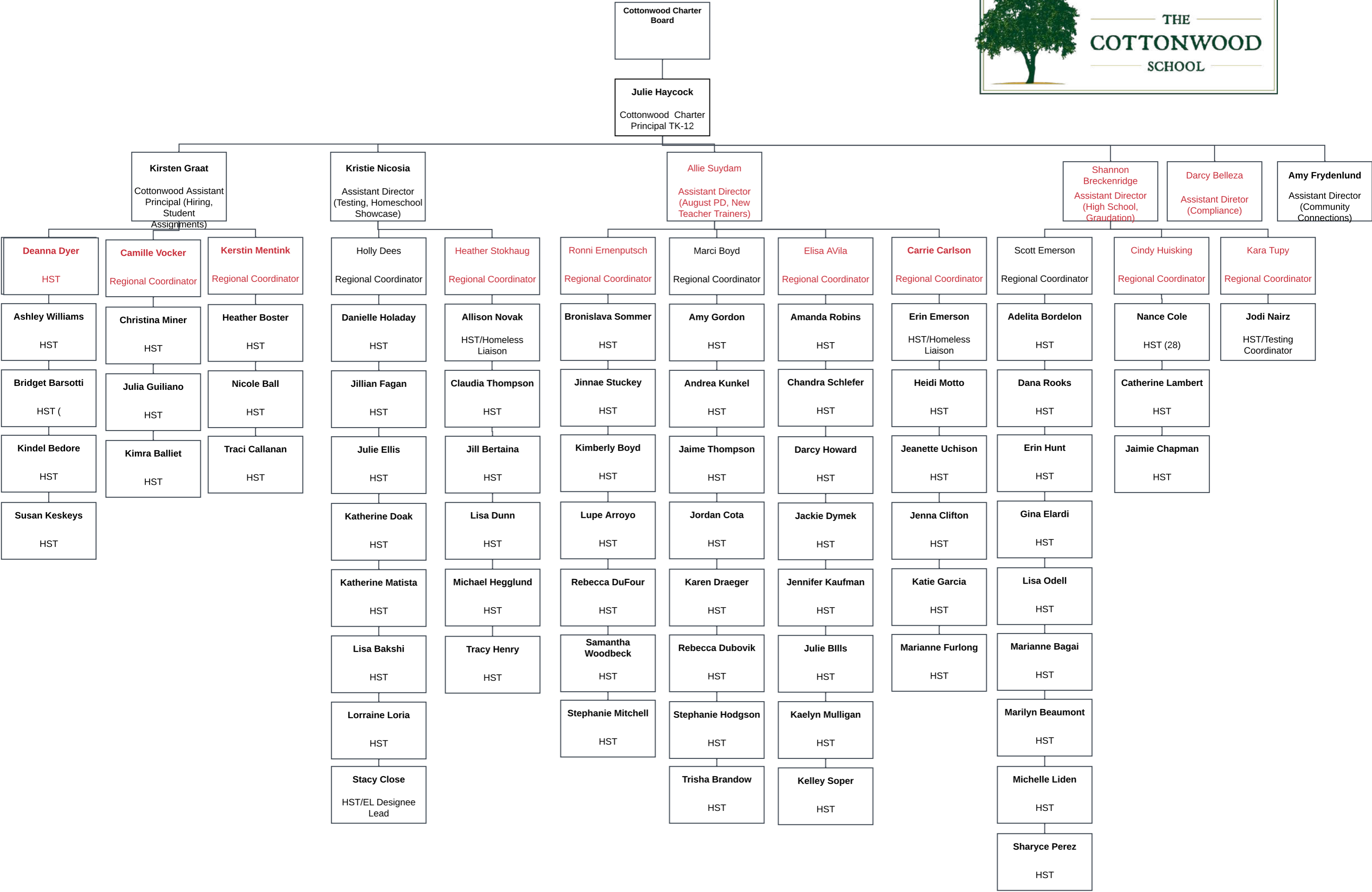
Public comment rules: Members of the public may address the Board on agenda or non-agenda items. Please fill out a yellow card available at the entrance. Speakers may be called in the order that requests are received, or grouped by subject area. We ask that comments are limited to 2 minutes each, with no more than 15 minutes per single topic so that as many people as possible may be heard. 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 district staff or calendar the issue for future discussion.

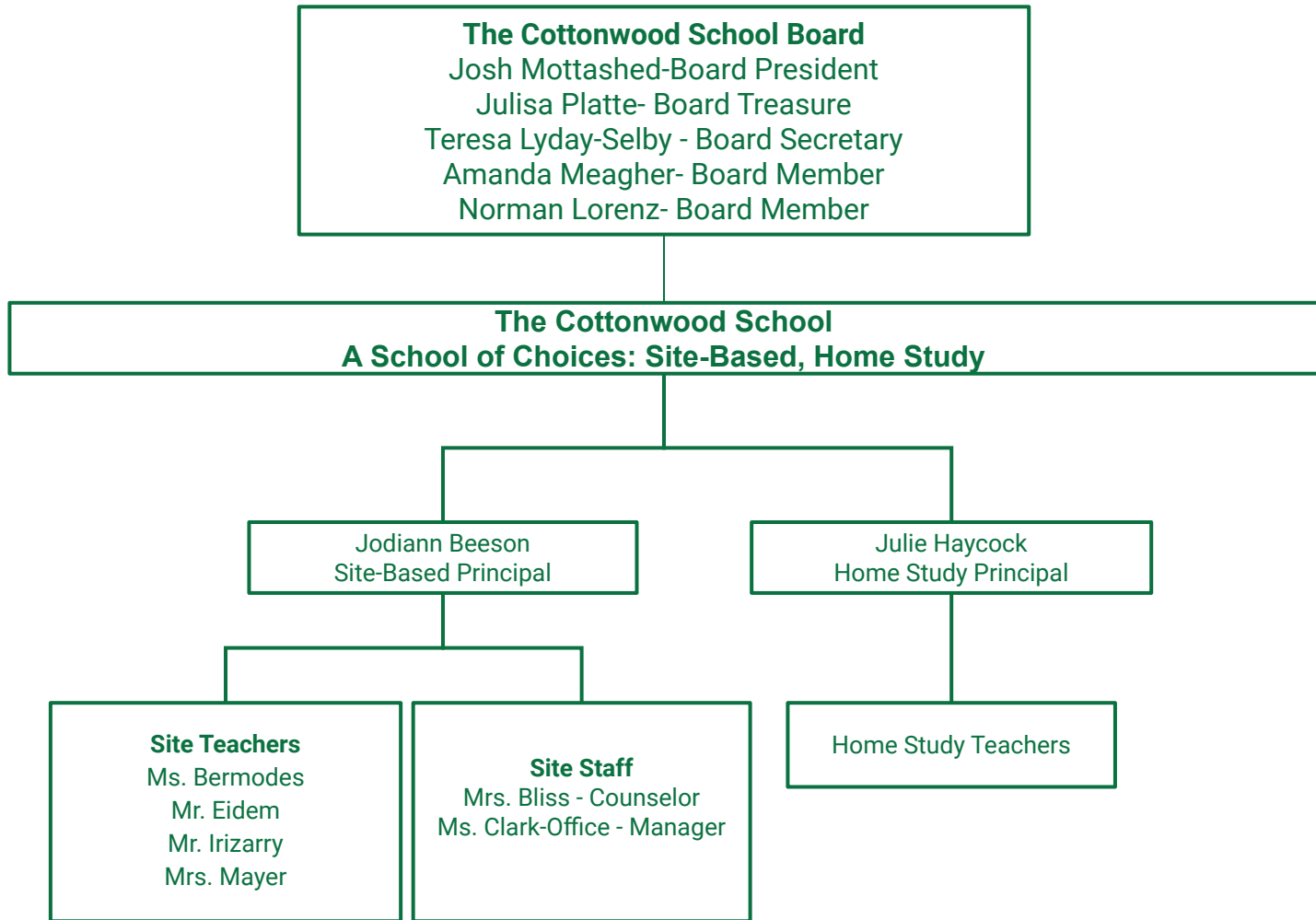
Note: Cottonwood Charter School Governing Board encourages those with disabilities to participate fully in the public meeting process. If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in the public meeting, please contact the Governing Board Office at 818-207-3837 at least 48 hours before the scheduled board meeting so that we may make every reasonable effort to accommodate you. (Government Code § 54954.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. § 12132)).

Cottonwood Student Services and Shared Staff



Cottonwood Instructional Team





January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	
Academic Calendar- 7/1/2020	Academic Calendar- 7/1/2020	Academic Calendar- 7/1/2020				Academic Calendar- 7/1/2020						
Local Control and Accountability Plan (LCAP) - 7/1/2020	Local Control and Accountability Plan (LCAP) - 7/1/2020—SEND OUT PARENT LETTER and SURVEY LINK	Local Control and Accountability Plan (LCAP) - 7/1/2020	Local Control and Accountability Plan (LCAP) - 7/1/2020	Local Control and Accountability Plan (LCAP) - 7/1/2020	Local Control and Accountability Plan (LCAP) - 7/1/2020	Local Control and Accountability Plan (LCAP) - 7/1/2020						check oversight fee schedule--- DB
	Second Principal Apportionment (P-2) - 3/8/2020	Second Principal Apportionment (P-2) - 3/8/2020										
SARC-2/28/20	SARC-2/28/20									SARC-2/28/20	SARC-2/28/20	
Safety Plan 3/1/20	Safety Plan 3/1/20	Safety Plan 3/1/20								Safety Plan 3/1/20	Safety Plan 3/1/20	
First Principal Apportionment (P-1) - 1/9/2020												
	Second Interim Report - 3/8/2020	Second Interim Report - 3/8/2020										
	Independent Auditor Selection - 3/27/2020	Independent Auditor Selection - 3/27/2020										
		Oversight Fees Q3 2019-2020 - 4/2/2020	Oversight Fees Q3 2019-2020 - 4/2/2020	Oversight Fees Q4 2019-2020 - 6/28/2020	Oversight Fees Q4 2019-2020 - 6/28/2020							
		Attendance Reporting\Second Principal Apportionment (P-2) 4/25/2020	Attendance Reporting\Second Principal Apportionment (P-2) 4/25/2020									
		Employee Handbook - 7/1/2020	Employee Handbook - 7/1/2020	Employee Handbook - 7/1/2020	Employee Handbook - 7/1/2020	Employee Handbook - 7/1/2020						KEY:
		Student/Family Handbook - 7/1/2020	Student/Family Handbook - 7/1/2020	Student/Family Handbook - 7/1/2020	Student/Family Handbook - 7/1/2020	Student/Family Handbook - 7/1/2020						BEGIN
				Proof of Insurance - 7/1/2020	Proof of Insurance - 7/1/2020	Proof of Insurance - 7/1/2020						Continue working
					Articles of Incorporation - 8/1/2020	Articles of Incorporation - 8/1/2020	Articles of Incorporation - 8/1/2020					DUE soon! Wrap It up
					Board Member Information/Board Training/Certificate of Completion for Brown Act - 9/1/2020	Board Member Information/Board Training/Certificate of Completion for Brown Act - 9/1/2020	Board Member Information/Board Training/Certificate of Completion for Brown Act - 9/1/2020	Board Member Information/Board Training/Certificate of Completion for Brown Act - 9/1/2020				DUE!
					Bylaws - 8/1/2020	Bylaws - 8/1/2020	Bylaws - 8/1/2020					
					Certification of Employee Screening - 8/1/2020	Certification of Employee Screening - 8/1/2020	Certification of Employee Screening - 8/1/2020					
					Estimated Enrollment/Student Teacher Ratio - 8/1/2020	Estimated Enrollment/Student Teacher Ratio - 8/1/2020	Estimated Enrollment/Student Teacher Ratio - 8/1/2020					
					Admin/Staff List with Credentials/Requirements - 8/1/2020	Admin/Staff List with Credentials/Requirements - 8/1/2020	Admin/Staff List with Credentials/Requirements - 8/1/2020					
					Organizational Chart - 8/1/2020	Organizational Chart - 8/1/2020	Organizational Chart - 8/1/2020					
					School Contact Information - 8/1/2020	School Contact Information - 8/1/2020	School Contact Information - 8/1/2020					
					Final Unaudited Actuals - 7/1/2020	Final Unaudited Actuals - 7/1/2020						
					Preliminary Budget - 7/1/2020	Preliminary Budget - 7/1/2020						
					Annual Apportionment (P-Annual) - 7/7/2020	Annual Apportionment (P-Annual) - 7/7/2020						
					Adopted Annual Budget - 7/1/2020	Adopted Annual Budget - 7/1/2020						
				Oversight Fees Q4 2019-2020 - 6/28/2020	Oversight Fees Q4 2019-2020 - 6/28/2020							
					State Assessments - 7/31/2020	State Assessments - 7/31/2020						
					501(c)(3) Tax-Exempt Status - 8/1/2020	501(c)(3) Tax-Exempt Status - 8/1/2020	501(c)(3) Tax-Exempt Status - 8/1/2020					
					A-G Approved Courses - High Schools Only - 8/1/2020	A-G Approved Courses - High Schools Only - 8/1/2020	A-G Approved Courses - High Schools Only - 8/1/2020					
						Oversight Fees Q4 2019-2020 - 8/30/2020	Oversight Fees Q4 2019-2020 - 8/30/2020					
							Board Roster - 9/30/2020	Board Roster - 9/30/2020				
					Board Policies\Articles of Incorporation, 8/1/2020	Board Policies\Articles of Incorporation, 8/1/2020	Board Policies\Articles of Incorporation, 8/1/2020					

January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	
									Oversight Fees Q1 2019-2020 - 11/2/2020	Oversight Fees Q1 2019-2020 - 11/2/2020		
									SELPA Documentation - 11/12/2020	SELPA Documentation - 11/12/2020		
										Oversight Fees Q2 2019-2020 - 12/3/2020	Oversight Fees Q2 2019-2020 - 12/3/2020	
										First Interim Report - 12/8/2020	First Interim Report - 12/8/2020	
										Final Audit Report - 12/15/2020	Final Audit Report - 12/15/2020	



## THE COTTONWOOD SCHOOL

Regular Scheduled Board Meeting - The Cottonwood School  
February 18, 2020 – 6:30 pm  
3840 Rosin Court #200, Sacramento, CA 95834

Attendance: Teresa Lyday Selby, Julisa Platte, Dr. Norman Lorenz, Amanda Meagher  
Absent: Josh Mottashed  
Also Present: Julie Haycock, Jodiann Beeson, Jenell Sherman, Royce Gough and Kathy Fagundo

### **Call to Order**

Teresa Lyday Selby called the meeting to order at 6:31 pm.

### **Approval of the Agenda:**

Julisa Platte motioned to approve the agenda. Amanda Meagher seconded.  
-Unanimous.

### **Public Comments:**

Public Comments were made by Jodiann Beeson regarding the Comprehensive School Safety Plan

### **Closed Session – Public Employee / Discipline / Dismissal / Release – 54957.8:**

Amanda Meagher motioned to enter closed session at 6:39 pm. Dr. Norman Lorenz seconded.  
-Unanimous,

Amanda Meagher motioned to exit closed session at 7: 40 pm. Teresa Lyday-Selby seconded.  
-Unanimous

No action was taken in closed session.

**Julisa Platte motioned to recess the meeting. Amanda Meagher seconded.**  
**-Unanimous.**

### **Discussion and Potential Action on January and February Board Meeting Minutes:**

Amanda Meagher motioned to approve the January and February Board Meeting Minutes.  
Teresa Lyday Selby seconded.  
-Unanimous.

### **Discussion and Potential Action on the Site Based Montessori High School:**

The Board was given a presentation on the Site Based Montessori High School.

**Committee Report on Site Based Montessori High School:**

The Committee spoke with the Board about the Site Based Montessori High School.

**Discussion and Potential Action on the Comprehensive School Safety Plan:**

Dr. Norman Lorenz motioned to table this item until it is reviewed with a committee. Amanda Meagher seconded.

-Unanimous.

The Board requested the following items:

- The Principal meet with the Buckeye Elementary School District to ask about the oversight fee.
- Charter Impact provide delineated financial items by line item for transparency purposes.
- Inspire Charter Services provide an annual calendar of compliance items.

**Announcement of Next Regular Scheduled Board Meeting:**

The next regular scheduled board meeting is March 3, 2020.

**Adjournment:**

Amanda Meagher motioned to adjourn the meeting at 10:11 pm. Julisa Platte seconded.

-Unanimous.

Prepared by:

Bryanna Brossman

Noted by:

Board Secretary

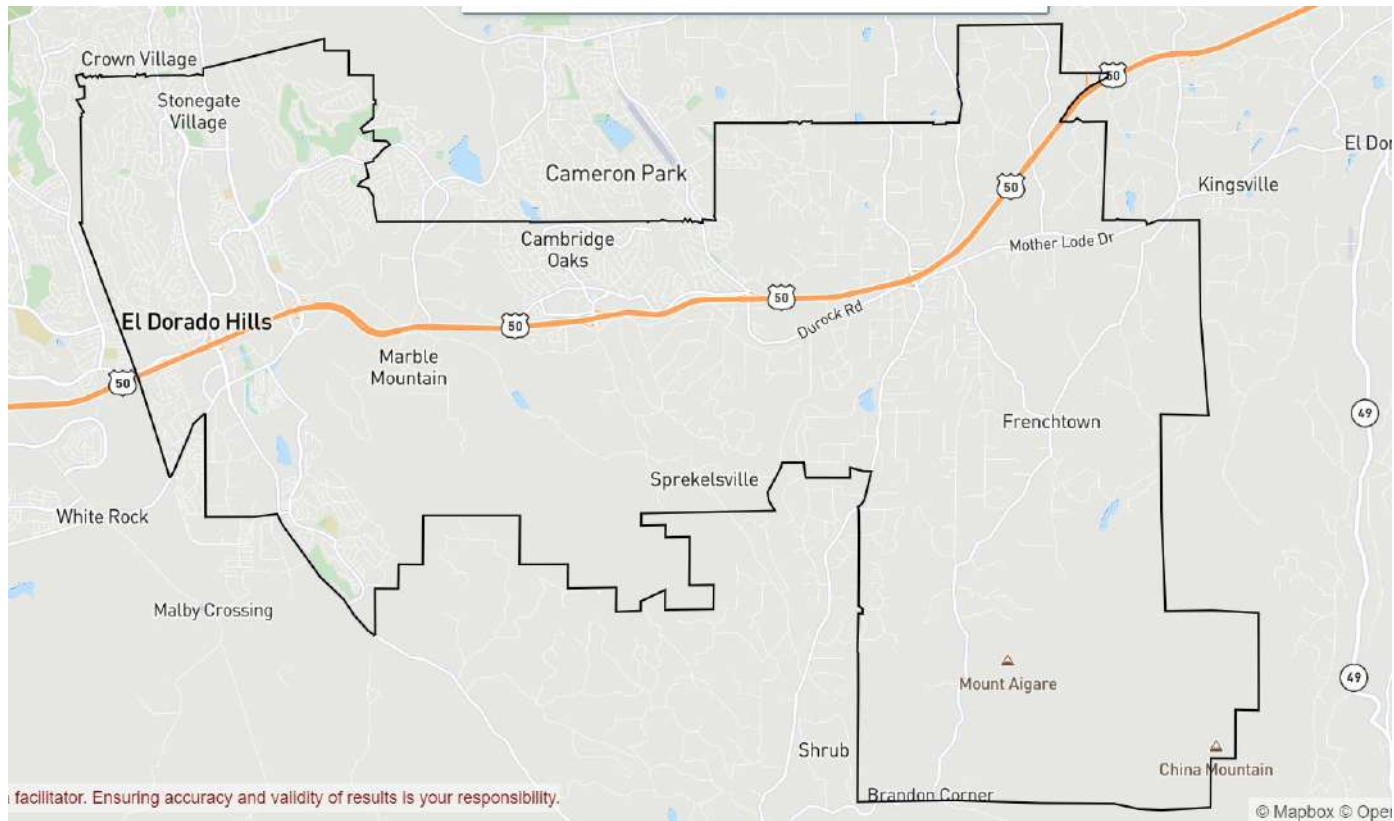
# TCS Building and Marketing Update



# Building Factor

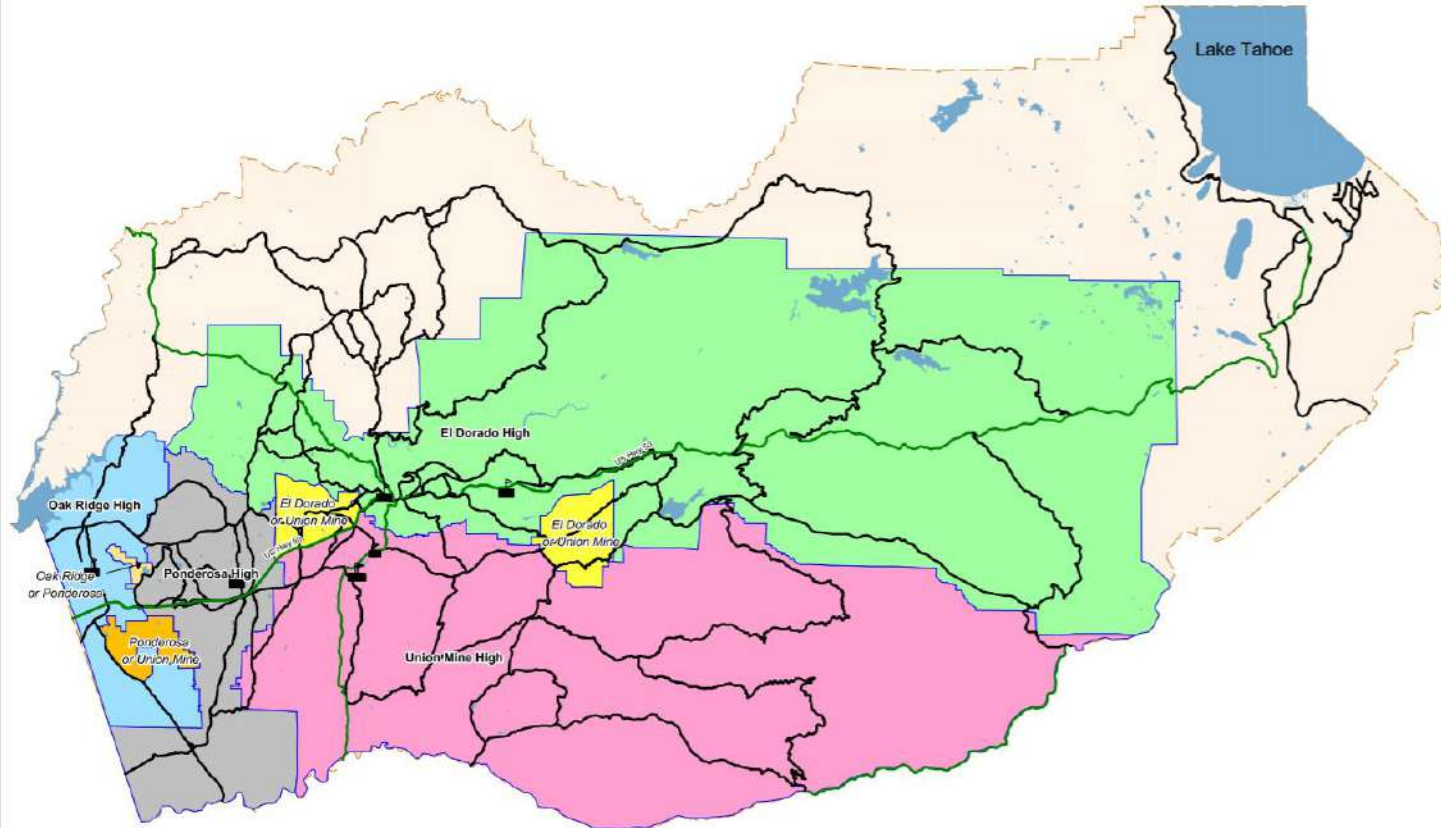
We have begun working with a realtor with expertise in charter school sites.

We have already identified a number of facilities within the Buckeye Union School District Boundaries



# Political Factor

We have several ideas about reducing the political liability with El Dorado Union High School District

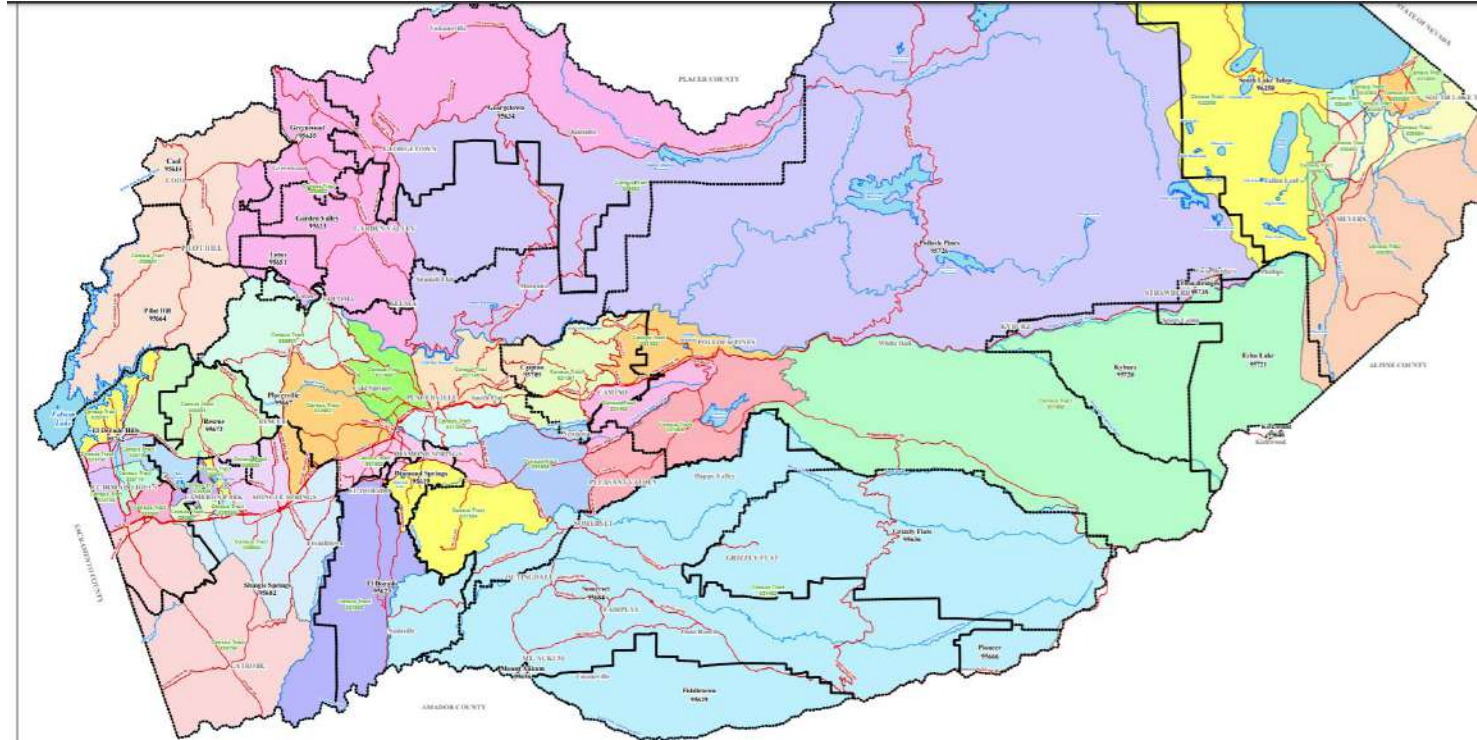


# Enrollment Factor

Cameron Park:  
7,100 students in  
range who would be  
coming from up the  
hill.

3,129 coming from  
down the hill in El  
Dorado county.

Many thousands  
from Sac County,  
including 5,601 in  
Folsom.



# Marketing Factor

Gold Mine magazine

Ads as low as \$262 per month

Circulation of 24,300.

Ads in Cameron Park Life 15\$/ month

Targeted online ads in SacBee  
minimum \$800 for 50,000  
impressions.

# To Do

Top activities  
in February



## See 'Matilda'

Feb. 21 through March 1: El Dorado Musical Theatre presents Roald Dahl's "Matilda The Musical" at Harris Center for the Arts at Folsom Lake College in Folsom. Purchase tickets online at [harriscenter.net](http://harriscenter.net) or call (916) 608-6888.



## Empty Bowls fundraiser

Feb. 21: Enjoy this local fundraiser put on by Oak Ridge High School students to benefit the Upper Room Dining Hall and Twin Lakes Food Bank. Stop by for a warm bowl of soup, live music and more at the ORHS cafeteria.

1120 Harvard Way in El Dorado Hills, 4-8 p.m. Tickets can be purchased online at [emptybowlsfth.org](http://emptybowlsfth.org).

## Winter Wine Adventure

Feb. 22: The second annual Winter Wine Adventure is from 11 a.m. to 4 p.m. and will once again bring back the winter fun and scavenger hunt. Presented by the Carson Road wineries and HWY 50 Brewery the wineries will be paring some delicious bites with their wines. This event is rain or shine, unless there are blizzard con-



ditions. The scavenger hunt will have guests locating some objects at each winery and posting them on Social Media to qualify for a chance to win the grand prize. Get tickets at [eventbrite.com/e/2nd-annual-winter-wine-adventure-tickets-79615477035](http://eventbrite.com/e/2nd-annual-winter-wine-adventure-tickets-79615477035).



## Battle of the Badges

Feb. 22: New Morning's third annual Battle of the Badges — 911 Chili Cook-off 2020 is from 4-8 p.m. at the El Dorado County Fairgrounds' Forni Building, 100 Placerville Drive in Placerville. Watch as more than 20 first responder agencies battle it out to become the Best Culinarian in El Dorado County. Taste test delectable chilies, enjoy live entertainment, kids activities, Anchor Brewing beer and local wine. For tickets go to [eventbrite.com/e/new-mornings-3rd-annual-battle-of-the-badges-911-chili-cook-off-2020-registration-70782140287?aff=erellvmlt](http://eventbrite.com/e/new-mornings-3rd-annual-battle-of-the-badges-911-chili-cook-off-2020-registration-70782140287?aff=erellvmlt) or call (530) 344-4853.

# **The Cottonwood School**

Monthly Financial Presentation – January 2020

**2<sup>nd</sup> Interim Report**

# COTTONWOOD - Highlights

- **2<sup>nd</sup> Interim Report due March 15<sup>th</sup>.**
- No material change in projected revenues.
- Projected expenses declined by \$400k.
- Annual surplus forecasted at \$468k.
- SB740 requirements:
  - 40/80 Expense ratio- Compliant
  - Max (25:1) Pupil:Teacher ratio – Compliant

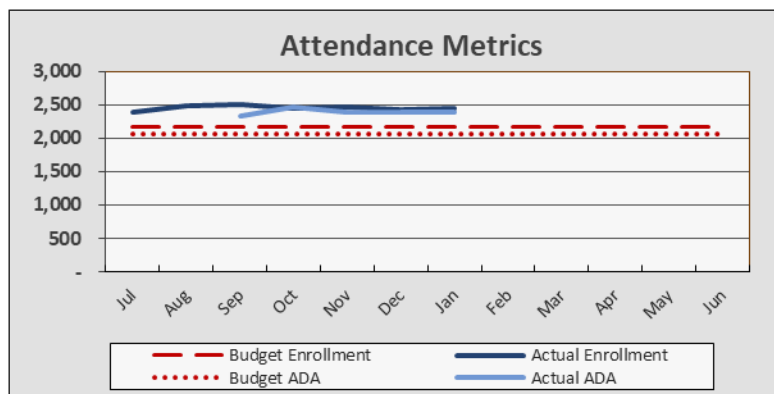
Cert.	Instr.
44.7%	88.0%
1,098,332	1,879,636

Pupil:Teacher Ratio
22.00 :1

# COTTONWOOD – Enrollment

- Enrollment declined by 6 students.

<b>Enrollment &amp; Per Pupil Data</b>			
	<b><u>Actual</u></b>	<b><u>Forecast</u></b>	<b><u>Budget</u></b>
<i>Average Enrollment</i>	2,456	2443	2173
<i>ADA</i>	2,398	2398	2064
<i>Attendance Rate</i>	97.6%	98.1%	95.0%
<i>Unduplicated %</i>	39.4%	39.4%	50.0%
<i>Revenue per ADA</i>		\$9,803	\$10,482
<i>Expenses per ADA</i>		\$9,626	\$9,980



# COTTONWOOD - Revenue

- YTD variances due to timing of In-Lieu and State Lottery payments.
- Annual forecast continues to exceed budget due to higher than budgeted ADA.

## Revenue

Year-to-Date		
Actual	Budget	Fav/(Unf)
State Aid-Rev Limit	\$ 9,231,913	\$ 11,693,753
Federal Revenue	-	-
Other State Revenue	-	619,914
Other Local Revenue	-	-
<b>Total Revenue</b>	<b>\$ 9,231,913</b>	<b>\$ 12,313,667</b>

Annual/Full Year		
Forecast	Budget	Fav/(Unf)
\$ 21,764,762	\$ 21,100,023	\$ 664,739
-	-	-
1,737,629	1,489,945	247,685
-	-	-
<b>\$ 23,502,392</b>	<b>\$ 22,589,968</b>	<b>\$ 912,424</b>

# COTTONWOOD - Expenses

- Annual expense projections declined by \$400k due to finalization of staffing/payroll adjustments.
- Variance in Sub-agreement services related to shared staffing (MOU) agreement.

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
<b>Expenses</b>						
Certificated Salaries	\$ 4,333,721	\$ 4,341,167	\$ 7,445	\$ 7,703,770	\$ 7,442,000	\$ (261,770)
Classified Salaries	282,888	-	(282,888)	516,056	-	(516,056)
Benefits	1,029,612	1,183,246	153,634	2,205,692	2,031,361	(174,331)
Books and Supplies	1,109,854	2,297,965	1,188,110	3,027,089	4,127,659	1,100,570
Subagreement Services	3,740,314	2,368,257	(1,372,057)	7,224,518	4,694,461	(2,530,057)
Operations	26,146	149,321	123,175	62,369	255,979	193,610
Facilities	165,319	409,084	243,765	210,303	701,287	490,984
Professional Services	711,191	1,041,107	329,916	1,658,207	1,973,551	315,344
Depreciation	7,563	-	(7,563)	13,866	-	(13,866)
Interest	369,210	56,000	(313,210)	411,654	280,000	(131,654)
<b>Total Expenses</b>	<b>\$ 11,775,818</b>	<b>\$ 11,846,146</b>	<b>\$ 70,328</b>	<b>\$ 23,033,525</b>	<b>\$ 21,506,299</b>	<b>\$ (1,527,226)</b>

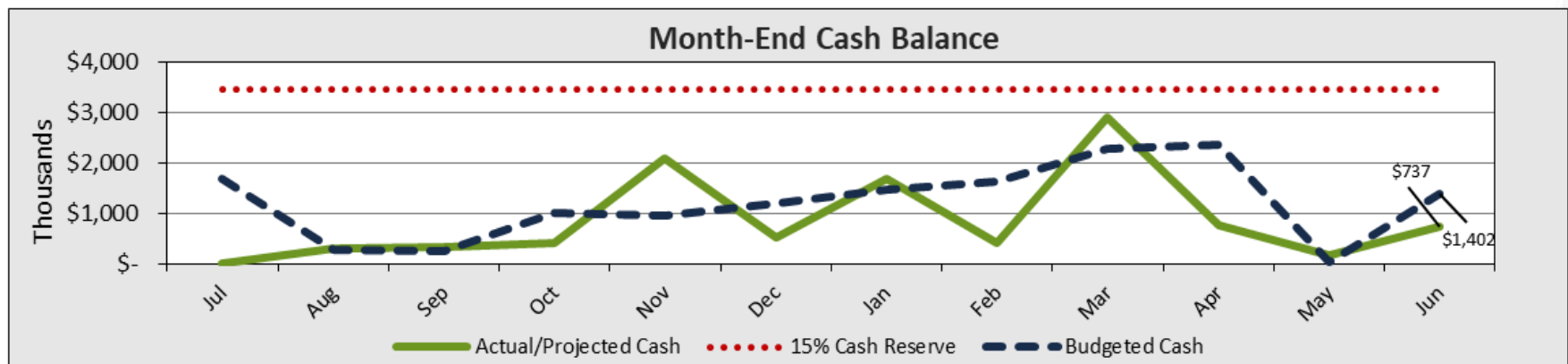
# COTTONWOOD - Fund Balance

- YTD (Deficit) due to timing of revenue payments.
- Annual surplus projected at \$468k.
- Reserve for economic uncertainty below target.

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
Total Surplus(Deficit)	\$ (2,543,905)	\$ 467,521	\$ (3,011,426)	\$ 468,867	\$ 1,083,669	\$ (614,802)
Beginning Fund Balance	-	-		-	-	
Ending Fund Balance	<u>\$ (2,543,905)</u>	<u>\$ 467,521</u>		<u>\$ 468,867</u>	<u>\$ 1,083,669</u>	
As a % of Annual Expenses	-11.0%	2.2%		2.0%	5.0%	

# COTTONWOOD- Cash Balance

- Actual cash deviation aligns to receipt and disbursement of LCFF and Factoring.
- Cash balance projected to remain positive through factoring.



# COTTONWOOD- Multi-Year

- Projections show multi-year surplus, positive cash flow and growing reserves.
- ***Assumptions include:***
  - Steady enrollment until modest increase in FY23
  - 8% increase in health care.
  - LCFF COLA.
  - 2% COLA in general expenses.

	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Enrollment</b>	<b>2,446</b>	<b>2,443</b>	<b>2,443</b>	<b>2,566</b>	<b>2,694</b>
Total Revenue	\$ 23,502,392	\$ 24,301,902	\$ 24,903,507	\$ 26,815,878	\$ 28,153,289
Total Expenses	<u>23,033,525</u>	<u>24,237,728</u>	<u>24,789,657</u>	<u>26,526,749</u>	<u>28,322,567</u>
<b>Annual Surplus</b>	<b><u>468,867</u></b>	<b><u>64,174</u></b>	<b><u>113,850</u></b>	<b><u>289,129</u></b>	<b><u>(169,278)</u></b>
Beginning Fund Balance	-	468,867	533,041	646,891	936,019
<b>Ending Fund Balance</b>	<b><u>\$ 468,867</u></b>	<b><u>\$ 533,041</u></b>	<b><u>\$ 646,891</u></b>	<b><u>\$ 936,019</u></b>	<b><u>\$ 766,742</u></b>
<i>As a % of Annual Expenses</i>	2.0%	2.2%	2.6%	3.5%	2.7%
<b>Ending Cash Balance</b>	<b><u>\$ 736,805</u></b>	<b><u>\$ 69,219</u></b>	<b><u>\$ 793,070</u></b>	<b><u>\$ 1,048,861</u></b>	<b><u>\$ 856,788</u></b>

# COTTONWOOD- (Shrinkage)

	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Enrollment</b>	<b>2,446</b>	<b>2,443</b>	<b>2,443</b>	<b>2,566</b>	<b>2,694</b>
Total Revenue	\$ 23,502,392	\$ 24,301,902	\$ 24,903,507	\$ 26,815,878	\$ 28,153,289
Total Expenses	<u>23,033,525</u>	<u>24,237,728</u>	<u>24,789,657</u>	<u>26,526,749</u>	<u>28,322,567</u>
<b>Annual Surplus</b>	<b>468,867</b>	<b>64,174</b>	<b>113,850</b>	<b>289,129</b>	<b>(169,278)</b>
Beginning Fund Balance	-	468,867	533,041	646,891	936,019
<b>Ending Fund Balance</b>	<b>\$ 468,867</b>	<b>\$ 533,041</b>	<b>\$ 646,891</b>	<b>\$ 936,019</b>	<b>\$ 766,742</b>
<i>As a % of Annual Expenses</i>	2.0%	2.2%	2.6%	3.5%	2.7%
<b>Ending Cash Balance</b>	<b>\$ 736,805</b>	<b>\$ 69,219</b>	<b>\$ 793,070</b>	<b>\$ 1,048,861</b>	<b>\$ 856,788</b>



Current

- Cottonwood- 1,000 student reduction
- Teacher count reduced



**Enrollment**  
 Total Revenue  
 Total Expenses  
**Annual Surplus**  
  
 Beginning Fund Balance  
**Ending Fund Balance**  
*As a % of Annual Expenses*  
  
**Ending Cash Balance**

	2019-20	2020-2021	2021-22	2022-23	2023-24
<b>Enrollment</b>	<b>2446</b>	<b>1443</b>	<b>1443</b>	<b>1515</b>	<b>1591</b>
Total Revenue	\$ 23,502,397	\$ 14,492,092	\$ 14,709,960	\$ 15,834,885	\$ 16,626,620
Total Expenses	<u>22,644,750</u>	<u>13,965,347</u>	<u>14,356,293</u>	<u>15,599,378</u>	<u>16,608,579</u>
<b>Annual Surplus</b>	<b>857,647</b>	<b>526,745</b>	<b>353,666</b>	<b>235,508</b>	<b>18,040</b>
Beginning Fund Balance	-	857,647	1,384,392	1,738,058	1,973,566
<b>Ending Fund Balance</b>	<b>\$ 857,647</b>	<b>\$ 1,384,392</b>	<b>\$ 1,738,058</b>	<b>\$ 1,973,566</b>	<b>\$ 1,991,607</b>
<i>As a % of Annual Expenses</i>	3.8%	9.9%	12.1%	12.7%	12.0%
<b>Ending Cash Balance</b>	<b>\$ 998,319</b>	<b>\$ 1,754,879</b>	<b>\$ 1,353,043</b>	<b>\$ 1,451,769</b>	<b>\$ 1,416,152</b>

# COTTONWOOD - Compliance Reporting



Area	Date	Report	Description	Completed By	Board Approval	Inspire Signature Required
FINANCE	02/20/20	Certification of the First Principal Apportionment	Certification of the First Principal Apportionment - The Principal Apportionment includes funding for the Local Control Funding Formula, the primary source of an LEA's general purpose funding; Special Education (AB 602); and funding for several other programs. The First Principal Apportionment (P-1), certified by February 20, is based on the first period data that LEAs report to CDE in November through January. P-1 supersedes the Advance Apportionment calculations and establishes each LEA's monthly state aid payment for February through May.	Charter Impact	No	Yes
FINANCE	02/26/20	E-Rate FCC Form 470 Due date (FY2020)	E-Rate FCC Form 470 Due date (FY2020) - To request bids for service, applicants certify an FCC Form 470 in the E-rate Productivity Center (EPC). This is a formal process to identify and request the products and services you need so that potential service providers can review your requests and submit bids. The FCC Form 470 must be certified in EPC at least 28 days before the close of the filing window. February 26, 2020 is the deadline to certify an FY2020 FCC Form 470 and still be able to certify an FCC Form 471 within the FY2020 filing window.	Inspire	No	No
FINANCE	03/15/20	2nd Interim Financial Report	2nd Interim Financial Report - Local educational agencies (LEAs) are required to file two reports during a fiscal year (interim reports) on the status of the LEA's financial health. The first interim report is due December 15 for the period ending October 31. The second is due March 15 for the period ending January 31.	Charter Impact	Yes	Yes
DATA TEAM	03/20/20	CALPADS - Fall 2 amendment deadline	CALPADS - Fall 2 amendment deadline - Please be mindful that Level-2 certification within CALPADS means that these data have been reviewed and approved by your superintendent or IRC administrator. Failure to properly review and amend these data in CALPADS within the allotted amendment window will result in the improper certification of official Fall 2 data within CALPADS, which can impact a number of things, including LCFF funding, student course enrollments, staff assignments and English learner education services.	Inspire	No	No
FINANCE	03/20/20	El Dorado SELPA Pre-Test for Year-End Maintenance of Effort (Special Education)	El Dorado SELPA Pre-Test for Year-End Maintenance of Effort (Special Education) - Report due to Charter school's SELPA. Maintenance of Effort (MOE) is a requirement that you spend each year at least what you spent last year in the area of special education (with some exceptions). If you reduce your special education budget (or expenditures) in a given year, you need to be careful to ensure that you have met the MOE requirement. This does not mean you can't reduce costs, but you must do so within the guidelines of federal MOE.	Charter Impact	No	No



# COTTONWOOD - Appendix

- Monthly Cash Flow / Forecast 19-20
- Budget vs. Actual
- Statement of Financial Position
- Statement of Cash Flows
- Check Register
- AP Aging
- Due (To)/From All Inspire Charter School Locations

The Cottonwood School  
Monthly Cash Flow/Forecast FY19-20

Revised 2/25/20

ADA = 2397.56



LCFF State Aid  
New School/New Grade Apportionment  
In Lieu of Property Taxes  
New School In Lieu of Property Taxes  
Special Education

Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Year-End Accruals
5.0%	5.0%	9.0%	9.0%	9.0%	9.0%	9.0%	20.0%	20.0%	20.0%	20.0%	20.0%	0.0%
0.0%	0.0%	37.0%	0.0%	0.0%	55.0%	0.0%	n/a	n/a	n/a	n/a	n/a	n/a
6.0%	12.0%	8.0%	8.0%	8.0%	8.0%	8.0%	33.3%	16.7%	16.7%	16.7%	16.7%	0.0%
0.0%	0.0%	26.0%	8.0%	8.0%	8.0%	8.0%	n/a	n/a	n/a	n/a	n/a	n/a
5.0%	5.0%	9.0%	9.0%	9.0%	9.0%	9.0%	20.0%	20.0%	20.0%	20.0%	20.0%	0.0%

Revenues

State Aid - Revenue Limit

LCFF - New Grade	-	-	-	1,962,774	-	-	6,051,650	-	-	-	1,826,670	1,684,268
LCFF - Continuing Charters	-	-	-	-	-	-	-	5,032,439	-	447,571	1,826,670	1,684,268
8011 LCFF State Aid	-	-	-	1,962,774	-	-	6,051,650	-	5,032,439	-	447,571	1,684,268
8012 Education Protection Account	-	-	-	42,750	-	-	191,657	-	-	277,127	-	(32,022)
8096 In Lieu of Property Taxes	-	117,970	-	393,233	157,293	157,293	157,293	659,359	659,359	659,359	659,359	-
	-	117,970	-	2,398,757	157,293	157,293	6,400,600	659,359	5,691,798	936,486	1,106,930	2,486,029

Other State Revenue

8311 State Special Education	-	-	-	-	-	-	-	248,267	248,267	248,267	248,267	248,267	0
8560 State Lottery	-	-	-	-	-	-	-	-	-	-	-	-	496,294
	-	-	-	-	-	-	-	248,267	248,267	248,267	248,267	248,267	496,294

Total Revenue

-	117,970	-	2,398,757	157,293	157,293	6,400,600	907,626	5,940,065	1,184,753	1,355,197	2,734,296	2,148,540
---	---------	---	-----------	---------	---------	-----------	---------	-----------	-----------	-----------	-----------	-----------

Expenses

Certificated Salaries

1100 Teachers' Salaries	223,076	273,089	326,675	344,834	1,374,030	375,771	521,637	522,319	522,319	522,319	522,319	522,319	-
1175 Teachers' Extra Duty/Stipends	7,125	22,356	52,175	53,446	137,133	63,156	71,016	78,348	78,348	78,348	78,348	78,348	-
1200 Pupil Support Salaries	3,822	7,921	7,207	12,061	12,311	80,186	20,485	25,625	25,625	25,625	25,625	25,625	-
1300 Administrators' Salaries	30,750	39,079	48,042	46,184	118,002	14,432	47,719	47,719	47,719	47,719	47,719	47,719	-
	264,774	342,445	434,099	456,525	1,641,476	533,545	660,858	674,010	674,010	674,010	674,010	674,010	-

Classified Salaries

2100 Instructional Salaries	-	2,084	3,978	4,357	4,188	175,406	34,406	34,729	34,729	34,729	34,729	34,729	-
2200 Support Salaries	-	-	-	-	15,233	594	3,538	3,538	3,538	3,538	3,538	3,538	-
2400 Clerical and Office Staff Salaries	-	589	4,110	4,423	4,038	4,231	4,423	4,423	4,423	4,423	4,423	4,423	-
2900 Other Classified Salaries	-	-	2,248	3,693	3,622	3,783	3,943	3,943	3,943	3,943	3,943	3,943	-
	-	2,673	10,336	12,473	27,082	184,013	46,311	46,634	46,634	46,634	46,634	46,634	-

Benefits

3101 STRS	44,740	57,854	72,864	76,624	296,894	63,815	112,299	121,006	121,006	121,006	121,006	121,006	-
3301 OASDI	-	141	777	934	2,738	10,550	2,891	3,135	3,135	3,135	3,135	3,135	-
3311 Medicare	3,739	4,892	6,256	6,612	25,120	8,403	9,937	10,993	10,993	10,993	10,993	10,993	-
3401 Health and Welfare	(7,111)	44,944	32,052	36,372	(6,544)	26,625	23,373	54,167	54,167	54,167	54,167	54,167	-
3501 State Unemployment	8,474	5,330	4,088	3,239	9,525	(3,053)	21,673	78,446	39,223	19,612	19,612	19,612	-
3601 Workers' Compensation	-	6,001	3,001	3,001	3,001	1,296	6,246	10,614	10,614	10,614	10,614	10,614	-
	49,842	119,162	119,039	126,782	330,733	107,636	176,419	278,361	239,138	219,527	219,527	219,527	-

Books and Supplies

4100 Textbooks and Core Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
4200 Books and Reference Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
4302 School Supplies	66,070	130,032	174,978	200,490	162,923	147,734	127,160	202,915	202,915	202,915	202,915	202,915	-
4305 Software	3,183	3,989	10,867	7,882	8,274	9,421	70	8,991	8,991	8,991	8,991	8,991	-
4310 Office Expense	799	1,570	7,569	7,894	3,519	2,349	1,186	4,167	4,167	4,167	4,167	4,167	-
4311 Business Meals	-	-	134	-	174	-	7	207	207	207	207	207	-
4400 Noncapitalized Equipment	-	-	-	-	31,575	5	-	167,167	167,167	167,167	167,167	167,167	-
	70,052	135,590	193,548	216,266	206,466	159,509	128,423	383,447	383,447	383,447	383,447	383,447	-

Subagreement Services

5102 Special Education	240	4,067	31,309	16,386	106,896	38,970	92,264	59,939	59,939	59,939	59,939	59,939	-
5106 Other Educational Consultants	18,210	55,503	136,739	363,965	298,385	479,338	377,425	480,436	480,436	480,436	480,436	480,436	-
5107 Instructional Services	-	13,567	723,842	245,803	245,803	245,802	245,802	156,466	156,466	156,466	156,466	156,466	-
	18,450	73,137	891,891	626,153	651,084	764,109	715,491	696,841	696,841	696,841	696,841	696,841	-

Operations and Housekeeping

5201 Auto and Travel	1,272	685	546	609	2,281	397	107	999	999	999	999	999	-
5300 Dues & Memberships	750	-	-	-	-	-	-	-	-	-	-	-	-
5400 Insurance	-	2,592	1,296	1,296	1,296	3,001	1,296	3,996	3,996	3,996	3,996	3,996	-
5501 Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
5502 Janitorial Services	-	-	-	3,000	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	-
5900 Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
5901 Postage and Shipping	-	-	-	-	107	-	64	400	400	400	400	400	-
	2,022	3,277	1,843	4,905	5,534	5,247	3,318	7,245	7,245	7,245	7,245	7,245	-

Annual Forecast	Annual Budget	Favorable / (Unfav.)
		2064.35
8,014,424	8,647,268	(632,844)
8,990,948	7,143,248	1,847,700
17,005,372	15,790,515	1,214,857
479,511	412,870	66,641
4,279,879	4,896,638	(616,759)
21,764,762	21,100,023	664,739
1,241,335	1,068,817	172,518
496,294	421,127	75,167
1,737,629	1,489,945	247,685
23,502,392	22,589,968	912,424
6,050,706	5,880,000	(170,706)
798,147	882,000	83,853
272,116	-	(272,116)
582,802	680,000	97,198
7,703,770	7,442,000	(261,770)
398,065	-	(398,065)
37,056	-	(37,056)
43,929	-	(43,929)
37,006	-	(37,006)
516,056	-	(516,056)
1,330,119	1,242,814	(87,305)
33,708	-	(33,708)
119,926	107,909	(12,017)
420,543	525,000	104,457
225,780	51,450	(174,330)
75,617	104,188	28,571
2,205,692	2,031,361	(174,331)
-	309,653	309,653
-	516,088	516,088
2,023,965	1,292,646	(731,319)
88,640	774,131	685,491
45,719	50,000	4,281
1,352	2,000	648
867,414	1,183,141	315,728
3,027,089	4,127,659	1,100,570
589,826	619,305	29,479
4,131,745	1,477,310	(2,654,434)
2,502,948	2,597,846	94,899
7,224,518	4,694,461	(2,530,057)
10,892	51,609	40,717
750	10,322	9,572
30,758	105,282	74,524
-	10,322	10,322
17,800	4,129	(13,671)
-	41,287	41,287
2,169	33,030	30,860
62,369	255,979	193,610

The Cottonwood School  
Monthly Cash Flow/Forecast FY19-20

Revised 2/25/20

ADA = 2397.56



Facilities, Repairs and Other Leases

5601 Rent  
5610 Repairs and Maintenance

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  
5811 Management Fee  
5812 District Oversight Fee  
5815 Public Relations/Recruitment

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  
Due To/From Related Parties  
Prepaid Expenses  
Accounts Payable  
Accrued Expenses  
Cash flows from investing activities  
Purchases of Prop. And Equip.  
Cash flows from financing activities  
Proceeds from Factoring  
Payments on Factoring

Total Change in Cash

Cash, Beginning of Month

Cash, End of Month

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Year-End Accruals	Annual Forecast	Annual Budget	Favorable / (Unfav.)
	23,333	23,333	23,333	23,333	23,333	23,335	6,000	6,000	6,000	6,000	6,000	6,000	-	176,000	660,000	484,000
	-	3,175	2,771	4,010	250	250	250	2,997	2,997	2,997	2,997	2,997	-	25,691	41,287	15,596
	23,333	26,508	26,104	27,343	26,365	29,260	6,406	8,997	8,997	8,997	8,997	8,997	-	210,303	701,287	490,984
	-	-	-	663	-	-	-	-	-	-	-	-	-	663	41,287	40,625
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	15,000
	7,642	915	-	-	1,234	889	44	2,917	2,917	2,917	2,917	2,917	-	25,307	35,000	9,693
	-	-	360	-	-	294	-	1,071	1,071	1,071	1,071	1,071	-	6,010	48,000	41,990
	45,748	-	-	7,450	15,974	17,732	-	200	200	200	200	200	-	87,903	20,644	(67,259)
	19,567	13,130	35,898	7,614	2,839	3,697	1,870	6,208	6,208	6,208	6,208	6,208	-	115,655	369,328	253,672
	-	-	375	1,109	405	-	-	599	599	599	599	599	-	4,886	6,193	1,307
	-	-	-	-	77	-	-	200	200	200	200	200	-	1,076	8,257	7,182
	-	-	160	-	445	20	-	-	-	-	-	-	-	625	6,193	5,568
	-	4,129	220,300	74,810	74,810	74,810	74,810	47,620	47,620	47,620	47,620	47,620	-	761,767	790,649	28,882
	-	-	-	-	-	-	-	19,781	170,754	28,095	33,208	74,581	326,525	652,943	633,001	(19,942)
	-	999	-	375	-	-	-	-	-	-	-	-	-	1,374	-	(1,374)
	72,957	19,173	257,092	92,019	95,784	97,441	76,724	78,595	229,569	86,909	92,023	133,396	326,525	1,658,207	1,973,551	315,344
	-	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	-	13,866	-	(13,866)
	-	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	-	13,866	-	(13,866)
	-	-	26,862	-	177,991	106,717	57,640	-	-	-	42,444	-	-	411,654	280,000	(131,654)
	-	-	26,862	-	177,991	106,717	57,640	-	-	-	42,444	-	-	411,654	280,000	(131,654)
	501,429	723,225	1,962,074	1,563,727	3,163,775	1,988,740	1,872,850	2,175,390	2,287,140	2,124,869	2,172,426	2,171,356	326,525	23,033,525	21,506,299	(1,527,226)
	(501,429)	(605,255)	(1,962,074)	835,030	(3,006,482)	(1,831,447)	4,527,751	(1,267,764)	3,652,925	(940,116)	(817,229)	562,941	1,822,015	468,867	1,083,669	(614,802)
	(501,429)	(605,255)	(1,962,074)	835,030	(3,006,482)	(1,831,447)	4,527,751	(1,267,764)	3,652,925	(940,116)	(817,229)	562,941	1,822,015	468,867	1,083,669	(614,802)
														2%		
	(501,429)	(605,255)	(1,962,074)	835,030	(3,006,482)	(1,831,447)	4,527,751	(1,267,764)	3,652,925	(940,116)	(817,229)	562,941	1,822,015	468,867		
	-	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	-	13,866		
	-	-	-	-	-	-	-	-	-	-	-	-	(2,148,540)	(2,148,540)		
	673,793	774,486	198,962	821,328	(720,988)	(1,778,140)	(161,512)	-	-	(11,880)	-	-	-	(203,951)		
	(46,667)	(13,261)	9,333	(14,743)	33,409	(297,277)	320,612	-	-	-	-	-	-	(8,594)		
	-	63,767	53,027	(20,544)	104,991	(100,969)	71,281	-	-	-	-	-	326,525	498,077		
	181,828	89,054	66,628	111,450	124,132	79,871	250,801	-	-	-	-	-	-	903,764		
	(302,525)	-	-	-	-	-	-	-	-	-	-	-	-	(302,525)		
	-	-	1,668,300	-	5,143,800	2,345,600	1,301,800	-	-	-	1,515,841	-	-	11,975,341		
	-	-	-	(1,668,300)	-	-	(5,143,800)	-	(1,172,800)	(1,172,800)	(1,301,800)	-	-	(10,459,500)		
	5,000	310,052	35,436	65,482	1,680,123	(1,581,102)	1,168,194	(1,266,503)	2,481,386	(2,123,536)	(601,927)	564,201				
	-	5,000	315,052	350,488	415,970	2,096,092	514,991	1,683,184	416,681	2,898,067	774,531	172,603				
	5,000	315,052	350,488	415,970	2,096,092	514,991	1,683,184	416,681	2,898,067	774,531	172,603	736,805				

Cert.	Instr.
44.7%	88.0%
1,098,332	1,879,636
Pupil:Teacher Ratio	
22.00	:1

Cottonwood Charter

Budget vs Actual

For the period ended January 31, 2020

	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 State Aid	\$ 6,051,650	\$ 2,830,015	\$ 3,221,635	\$ 8,014,424	\$ 8,647,268	\$ (632,844)	\$ 15,790,515
Education Protection Account	191,657	-	191,657	234,407	206,435	27,972	412,870
In Lieu of Property Taxes	157,293	391,731	(234,438)	983,082	2,840,050	(1,856,968)	4,896,638
Total State Aid - Revenue Limit	6,400,600	3,221,746	3,178,854	9,231,913	11,693,753	(2,461,840)	21,100,023
Other State Revenue							
State Special Education	-	85,505	(85,505)	-	619,914	(619,914)	1,068,817
State Lottery	-	-	-	-	-	-	421,127
Total Other State Revenue	-	85,505	(85,505)	-	619,914	(619,914)	1,489,945
Total Revenues	\$ 6,400,600	\$ 3,307,251	\$ 3,093,349	\$ 9,231,913	\$ 12,313,667	\$ (3,081,754)	\$ 22,589,968
Expenses							
Certificated Salaries							
Teachers' Salaries	\$ 521,637	\$ 490,000	\$ (31,637)	\$ 3,439,113	\$ 3,430,000	\$ (9,113)	\$ 5,880,000
Teachers' Extra Duty/Stipends	71,016	73,500	2,484	406,408	514,500	108,092	882,000
Pupil Support Salaries	20,485	-	(20,485)	143,993	-	(143,993)	-
Administrators' Salaries	47,719	56,667	8,948	344,208	396,667	52,459	680,000
Total Certificated Salaries	660,858	620,167	(40,691)	4,333,721	4,341,167	7,445	7,442,000
Classified Salaries							
Instructional Salaries	34,406	-	(34,406)	224,419	-	(224,419)	-
Support Salaries	3,538	-	(3,538)	19,365	-	(19,365)	-
Clerical and Office Staff Salaries	4,423	-	(4,423)	21,814	-	(21,814)	-
Other Classified Salaries	3,943	-	(3,943)	17,289	-	(17,289)	-
Total Classified Salaries	46,311	-	(46,311)	282,888	-	(282,888)	-
Benefits							
State Teachers' Retirement System, certificated posit	112,299	103,568	(8,731)	725,089	724,975	(114)	1,242,814
OASDI/Medicare/Alternative, certificated positions	2,891	-	(2,891)	18,032	-	(18,032)	-
Medicare/Alternative, certificated positions	9,937	8,992	(945)	64,959	62,947	(2,012)	107,909
Health and Welfare Benefits, certificated positions	23,373	43,750	20,377	149,710	306,250	156,540	525,000
State Unemployment Insurance, certificated position	21,673	12,863	(8,810)	49,276	28,298	(20,978)	51,450
Workers' Compensation Insurance, certificated positi	6,246	8,682	2,436	22,546	60,776	38,230	104,188
Other Benefits, certificated positions	-	-	-	(0)	-	0	-
Total Benefits	176,419	177,855	1,436	1,029,612	1,183,246	153,634	2,031,361
Books & Supplies							
Textbooks and Core Materials	-	-	-	-	309,653	309,653	309,653
Books and Reference Materials	-	-	-	-	516,088	516,088	516,088
School Supplies	127,160	129,265	2,104	1,009,388	517,058	(492,329)	1,292,646
Software	70	64,511	64,441	43,686	451,577	407,891	774,131
Office Expense	1,186	4,167	2,981	24,885	29,167	4,281	50,000
Business Meals	7	167	160	315	1,167	851	2,000
Noncapitalized Equipment	-	118,314	118,314	31,580	473,256	441,676	1,183,141
Total Books & Supplies	128,423	316,423	188,000	1,109,854	2,297,965	1,188,110	4,127,659
Subagreement Services							
Special Education	92,264	51,609	(40,655)	290,131	361,261	71,130	619,305
Other Educational Consultants	377,425	147,731	(229,694)	1,729,564	590,924	(1,138,640)	1,477,310
Instructional Services	245,802	380,334	134,532	1,720,619	1,416,072	(304,547)	2,597,846
Total Subagreement Services	715,491	579,674	(135,817)	3,740,314	2,368,257	(1,372,057)	2,096,615
Operations & Housekeeping							
Auto and Travel	107	4,301	4,193	5,897	30,105	24,208	51,609
Dues & Memberships	-	860	860	750	6,021	5,271	10,322
Insurance	1,296	8,773	7,477	10,778	61,414	50,636	105,282
Utilities	-	860	860	-	6,021	6,021	10,322
Janitorial Services	1,850	344	(1,506)	8,550	2,408	(6,142)	4,129
Communications	-	3,441	3,441	-	24,084	24,084	41,287
Postage and Shipping	64	2,752	2,688	171	19,267	19,096	33,030
Total Operations & Housekeeping	3,318	21,332	18,014	26,146	149,321	123,175	255,980
Facilities, Repairs & Other Leases							
Rent	6,000	55,000	49,000	146,000	385,000	239,000	660,000
Equipment Leases	156	-	(156)	483	-	(483)	-
Other Leases	-	-	-	8,130	-	(8,130)	-
Repairs and Maintenance	250	3,441	3,191	10,706	24,084	13,378	41,287

Cottonwood Charter

Budget vs Actual

For the period ended January 31, 2020

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Total Facilities, Repairs & Other Leases	6,406	58,441	52,035	165,319	409,084	243,765	701,287
Professional/Consulting Services							
IT	-	3,441	3,441	663	24,084	23,422	41,287
Audit & Taxes	-	-	-	-	15,000	15,000	15,000
Legal	44	2,917	2,873	10,724	20,417	9,693	35,000
Professional Development	-	4,000	4,000	654	28,000	27,346	48,000
General Consulting	-	1,720	1,720	86,904	12,042	(74,862)	20,643
Special Activities/Field Trips	1,870	36,933	35,063	84,614	147,731	63,117	369,328
Bank Charges	-	516	516	1,889	3,613	1,724	6,193
Printing	-	688	688	77	4,817	4,740	8,257
Other Taxes and Fees	-	516	516	625	3,613	2,988	6,193
Management Fee	74,810	115,754	40,944	523,668	430,978	(92,690)	790,649
District Oversight Fee	-	96,652	96,652	-	350,813	350,813	633,001
Public Relations/Recruitment	-	-	-	1,374	-	(1,374)	-
Total Professional/Consulting Services	76,724	263,137	186,413	711,191	1,041,107	329,916	1,973,551
Depreciation							
Depreciation Expense	1,261	-	(1,261)	7,563	-	(7,563)	-
Total Depreciation	1,261	-	(1,261)	7,563	-	(7,563)	-
Interest							
Interest Expense	57,640	-	(57,640)	369,210	56,000	(313,210)	280,000
Total Interest	57,640	-	(57,640)	369,210	56,000	(313,210)	280,000
Total Expenses	\$ 1,872,850	\$ 2,037,027	\$ 164,178	\$ 11,775,818	\$ 11,846,146	\$ 70,328	\$ 18,908,453
Change in Net Assets	4,527,751	1,270,224	3,257,527	(2,543,905)	467,520	(3,011,425)	3,681,515
Net Assets, Beginning of Period	(7,071,655.63)			-			
Net Assets, End of Period	\$ (2,543,905)			\$ (2,543,905)			

## Cottonwood Charter

### Statement of Financial Position

January 31, 2020

	Current Balance	Beginning Year Balance	YTD Change	YTD % Change
<b>Assets</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	\$ 1,683,184	\$ -	\$ 1,683,184	0%
Factored Receivables	(3,647,400)	-	(3,647,400)	0%
Due To/From Related Parties	192,071	-	192,071	0%
Prepaid Expenses	8,594	-	8,594	0%
<b>Total Current Assets</b>	<b>(1,763,551)</b>	<b>-</b>	<b>(1,763,551)</b>	<b>0%</b>
<b>Long-Term Assets</b>				
Property & Equipment, Net	294,962	-	294,962	0%
<b>Total Long Term Assets</b>	<b>294,962</b>	<b>-</b>	<b>294,962</b>	<b>0%</b>
<b>Total Assets</b>	<b>\$ (1,468,589)</b>	<b>\$ -</b>	<b>\$ (1,468,589)</b>	<b>0%</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$ 171,553	\$ -	\$ 171,553	0%
Accrued Liabilities	903,764	-	903,764	0%
<b>Total Current Liabilities</b>	<b>1,075,316</b>	<b>-</b>	<b>1,075,316</b>	<b>0%</b>
<b>Total Liabilities</b>	<b>1,075,316</b>	<b>-</b>	<b>1,075,316</b>	<b>0%</b>
<b>Total Net Assets</b>	<b>(2,543,905)</b>	<b>-</b>	<b>(2,543,905)</b>	<b>0%</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ (1,468,589)</b>	<b>\$ -</b>	<b>\$ (1,468,589)</b>	<b>0%</b>

## Cottonwood Charter

### Statement of Cash Flows

For the period ended January 31, 2020

	Month Ended 01/31/20	YTD Ended 01/31/20
<b>Cash Flows from Operating Activities</b>		
Change in Net Assets	\$ 4,527,751	\$ (2,543,905)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	1,261	7,563
Decrease/(Increase) in Operating Assets:		
Grants, Contributions & Pledges Receivable	(3,842,000)	3,647,400
Due from Related Parties	(161,512)	(192,071)
Prepaid Expenses	320,612	(8,594)
(Decrease)/Increase in Operating Liabilities:		
Accounts Payable	71,281	171,553
Accrued Expenses	250,801	903,764
<b>Total Cash Flows from Operating Activities</b>	<b>1,168,194</b>	<b>1,985,709</b>
<b>Cash Flows from Investing Activities</b>		
Purchase of Property & Equipment	-	(302,525)
<b>Total Cash Flows from Investing Activities</b>	<b>-</b>	<b>(302,525)</b>
Change in Cash & Cash Equivalents	1,168,194	1,683,184
Cash & Cash Equivalents, Beginning of Period	514,991	-
<b>Cash and Cash Equivalents, End of Period</b>	<b>\$ 1,683,184</b>	<b>\$ 1,683,184</b>

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
One Eleven Studios	0000003	1/24/2020	1/24/2020	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ 100
Rebecca Gonnella	0001	1/16/2020	2/15/2020	360	-	-	-	-	360
Studio 24	00017760	1/1/2020	1/31/2020	185	-	-	-	-	185
Rockball	0005	1/17/2020	2/16/2020	900	-	-	-	-	900
Kovars Martial Arts	001JA	1/23/2020	2/22/2020	222	-	-	-	-	222
Kovars Martial Arts	001MA	1/23/2020	2/22/2020	465	-	-	-	-	465
Kovars Martial Arts	001TA	1/23/2020	2/22/2020	495	-	-	-	-	495
Corey Oiler	003	1/24/2020	2/23/2020	219	-	-	-	-	219
Citrus Heights Dance Academy	0035A	1/21/2020	2/20/2020	400	-	-	-	-	400
Citrus Heights Dance Academy	0037	1/17/2020	2/16/2020	1,488	-	-	-	-	1,488
Corey Oiler	004	1/24/2020	2/23/2020	146	-	-	-	-	146
Tracy Ternes	009	1/14/2020	2/13/2020	120	-	-	-	-	120
YMCA of Superior California	01	1/22/2020	2/21/2020	752	-	-	-	-	752
Tracy Ternes	011	1/23/2020	2/22/2020	120	-	-	-	-	120
Skatetown	011120	1/11/2020	2/10/2020	1,204	-	-	-	-	1,204
Lorie Murphey/Sugar Ditch Stables	011420	1/14/2020	2/13/2020	720	-	-	-	-	720
Lorie Murphey/Sugar Ditch Stables	011720	1/7/2020	2/6/2020	1,440	-	-	-	-	1,440
Tracy Ternes	012	1/24/2020	2/23/2020	240	-	-	-	-	240
Isaac Tennis	012320	1/23/2020	2/22/2020	300	-	-	-	-	300
The Music Store	03	1/18/2020	2/17/2020	705	-	-	-	-	705
Ballet Rejoice School for the Arts	0526	1/19/2020	1/19/2020	-	1,468	-	-	-	1,468
Ballet Rejoice School for the Arts	0527	1/21/2020	1/21/2020	-	360	-	-	-	360
Math-U-See Inc.	0590344-IN	12/19/2019	2/17/2020	116	-	-	-	-	116
Math-U-See Inc.	0590347-IN	12/19/2019	2/17/2020	217	-	-	-	-	217
Math-U-See Inc.	0590356-IN	12/19/2019	2/17/2020	89	-	-	-	-	89
Math-U-See Inc.	0590393-IN	12/19/2019	2/17/2020	262	-	-	-	-	262
Math-U-See Inc.	0591942-IN	1/9/2020	3/9/2020	116	-	-	-	-	116
Math-U-See Inc.	0592217-IN	1/10/2020	3/10/2020	129	-	-	-	-	129
Math-U-See Inc.	0592224-IN	1/10/2020	3/10/2020	68	-	-	-	-	68
Math-U-See Inc.	0592708-IN	1/14/2020	3/14/2020	56	-	-	-	-	56
Math-U-See Inc.	0593308-IN	1/20/2020	3/20/2020	56	-	-	-	-	56
Math-U-See Inc.	0593733-IN	1/22/2020	3/22/2020	153	-	-	-	-	153
Math-U-See Inc.	0593918-IN	1/23/2020	3/23/2020	111	-	-	-	-	111
Linda Green	06.Copenhaver	1/15/2020	2/14/2020	360	-	-	-	-	360
Camino Music Studio	1	1/18/2020	2/17/2020	340	-	-	-	-	340
Onix Edu Inc.	1015	1/20/2020	2/19/2020	900	-	-	-	-	900
Alec Monterrojas	1032020	1/3/2020	2/2/2020	120	-	-	-	-	120

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Hawkins School of Performing Arts	10703	12/5/2019	1/4/2020	-	550	-	-	-	550
K3 Syncopation, LLC	108	1/16/2020	2/15/2020	152	-	-	-	-	152
Teacher Synergy, LLC	108792596	1/16/2020	2/6/2020	13	-	-	-	-	13
Hawkins School of Performing Arts	10902	1/15/2020	2/14/2020	112	-	-	-	-	112
Hawkins School of Performing Arts	10903	1/15/2020	2/14/2020	112	-	-	-	-	112
Teacher Synergy, LLC	109154539	1/21/2020	2/11/2020	14	-	-	-	-	14
Teacher Synergy, LLC	109380880	1/23/2020	2/13/2020	88	-	-	-	-	88
Teacher Synergy, LLC	109398168	1/23/2020	2/13/2020	22	-	-	-	-	22
Teacher Synergy, LLC	109459574	1/24/2020	2/14/2020	67	-	-	-	-	67
Jo-Allyn Brown	11	1/23/2020	2/22/2020	280	-	-	-	-	280
McGraw-Hill School Education Holdings,	110549720001	10/16/2019	10/16/2019	-	-	-	-	(2,207)	(2,207)
K3 Syncopation, LLC	111	1/29/2020	2/28/2020	866	-	-	-	-	866
Bon Voyage World Languages Academy	1113	1/18/2020	2/17/2020	1,170	-	-	-	-	1,170
K3 Syncopation, LLC	112	1/29/2020	2/28/2020	646	-	-	-	-	646
E-Therapy LLC	11222	1/15/2020	2/14/2020	25	-	-	-	-	25
K3 Syncopation, LLC	113	1/29/2020	2/28/2020	456	-	-	-	-	456
Alec Monterrojas	1132020	1/13/2020	2/12/2020	120	-	-	-	-	120
Melissa Branum	11420-CWS	1/14/2020	2/13/2020	540	-	-	-	-	540
Beautiful Feet Books, Inc.	11453	1/2/2020	3/2/2020	175	-	-	-	-	175
Gwendolyn Burton	1152020	1/15/2020	2/14/2020	960	-	-	-	-	960
Gwendolyn Burton	1162020	1/15/2020	2/14/2020	1,050	-	-	-	-	1,050
Wood's Make Mine Music		1/16/2020	2/15/2020	260	-	-	-	-	260
Expressions	118	1/7/2020	2/6/2020	290	-	-	-	-	290
Vadim Geletyuk	12	1/14/2020	2/13/2020	420	-	-	-	-	420
Mary Longacre	12020	1/13/2020	2/12/2020	306	-	-	-	-	306
Extreme Gymnastics		1/20/2020	2/19/2020	2,130	-	-	-	-	2,130
R & D Educational Systems Inc	12254	1/14/2020	2/13/2020	150	-	-	-	-	150
Extreme Gymnastics	12320	1/23/2020	2/22/2020	365	-	-	-	-	365
Gwendolyn Burton	1242020	1/24/2020	2/23/2020	1,295	-	-	-	-	1,295
Gwendolyn Burton	1252020	1/24/2020	2/23/2020	450	-	-	-	-	450
Vadim Geletyuk	14	1/15/2020	2/14/2020	175	-	-	-	-	175
Tatyana Tirziu		1/18/2020	2/17/2020	360	-	-	-	-	360
Lotus Educational Services, Inc.	1418	1/20/2020	2/19/2020	1,418	-	-	-	-	1,418
Steve Wallen Swim School Roseville	15	1/13/2020	2/12/2020	3,970	-	-	-	-	3,970
Olga Petrenko	162	1/14/2020	2/13/2020	180	-	-	-	-	180
Olga Petrenko	163	1/14/2020	2/13/2020	225	-	-	-	-	225
Olga Petrenko	164	1/14/2020	2/13/2020	225	-	-	-	-	225
Olga Petrenko	165	1/14/2020	2/13/2020	180	-	-	-	-	180
Tatyana Tirziu	17	12/11/2019	1/10/2020	-	225	-	-	-	225

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Anastasia Piano Tutor Somicheva		1/15/2020	2/14/2020	360	-	-	-	-	360
Lessonface.com, Inc.	172020TCS	1/22/2020	2/21/2020	228	-	-	-	-	228
Alexandra Sokolov	173	1/23/2020	2/22/2020	360	-	-	-	-	360
Alexandra Sokolov	174	1/23/2020	2/22/2020	540	-	-	-	-	540
It Takes The Village	17603	12/31/2019	12/31/2019	-	-	300	-	-	300
Lakeshore	1767180120	1/8/2020	2/7/2020	76	-	-	-	-	76
Lakeshore	1767550120	1/8/2020	2/7/2020	45	-	-	-	-	45
Lakeshore	1768040120	1/8/2020	2/7/2020	33	-	-	-	-	33
Lakeshore	1768050120	1/8/2020	2/7/2020	40	-	-	-	-	40
Certified Languages International	185303123119	12/31/2019	1/30/2020	-	120	-	-	-	120
Musical Mayhem Productions, Inc.	1908	1/9/2020	2/8/2020	150	-	-	-	-	150
Musical Mayhem Productions, Inc.	1909	1/9/2020	2/8/2020	150	-	-	-	-	150
Musical Mayhem Productions, Inc.	1910	1/9/2020	2/8/2020	299	-	-	-	-	299
Anna Vavrynyuk	2	12/13/2019	1/12/2020	-	360	-	-	-	360
Cutting-Edge Aquatics, Inc.	20	12/12/2019	1/11/2020	-	527	-	-	-	527
eDynamic Learning	20-0059	1/17/2020	2/16/2020	170	-	-	-	-	170
eDynamic Learning	20-0062	1/29/2020	2/28/2020	85	-	-	-	-	85
eDynamic Learning	20-0064	1/17/2020	2/16/2020	85	-	-	-	-	85
eDynamic Learning	20-0065	1/17/2020	2/16/2020	170	-	-	-	-	170
Canvas & Keys	20-3336	1/15/2020	2/14/2020	690	-	-	-	-	690
Canvas & Keys	20-3337	1/16/2020	2/15/2020	460	-	-	-	-	460
Lafitte Music Center	200121_Sagan	1/21/2020	2/20/2020	445	-	-	-	-	445
Chris Poppelreiter	2008	1/21/2020	2/20/2020	375	-	-	-	-	375
Erie Cicelski	20180930	1/12/2020	2/11/2020	1,212	-	-	-	-	1,212
Inspire Learning Academy	2019 - FA69	1/13/2020	2/12/2020	3,378	-	-	-	-	3,378
Tabasom Naderi	2019-102799	1/21/2020	2/20/2020	700	-	-	-	-	700
CCVAA	2019-490896	1/30/2020	3/1/2020	1,000	-	-	-	-	1,000
Olha Shevchyk	2019105	1/20/2020	2/19/2020	90	-	-	-	-	90
Joy L Stevans	201920 -01-ICS	12/31/2019	1/30/2020	-	700	-	-	-	700
Studio B	201944	1/22/2020	2/21/2020	314	-	-	-	-	314
Music Institute	202	1/17/2020	2/16/2020	120	-	-	-	-	120
Inspire Learning Academy	2020 - SP10	1/14/2020	2/13/2020	5,745	-	-	-	-	5,745
Inspire Learning Academy	2020 - SP11	1/14/2020	2/13/2020	5,150	-	-	-	-	5,150
Inspire Learning Academy	2020 - SP12	1/14/2020	2/13/2020	2,629	-	-	-	-	2,629
Kitty Titterington	2020-1	1/19/2020	2/18/2020	140	-	-	-	-	140
Kitty Titterington	2020-2	1/19/2020	2/18/2020	75	-	-	-	-	75
Kitty Titterington	2020-3	1/19/2020	2/18/2020	75	-	-	-	-	75
Precision Dance Center	2020-KP-001	1/16/2020	2/15/2020	184	-	-	-	-	184
Frieda Yang	202001 -Fountain	1/17/2020	2/16/2020	360	-	-	-	-	360

## Cottonwood Charter

### Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Music Institute	203	1/17/2020	2/16/2020	840	-	-	-	-	840
Music Institute	204	1/20/2020	2/19/2020	720	-	-	-	-	720
Moving Beyond the Page	209952	1/24/2020	2/23/2020	257	-	-	-	-	257
DNA Dance Collective	213	1/22/2020	2/21/2020	2,142	-	-	-	-	2,142
Hear Say Speech and Language Services	2146	1/9/2020	2/8/2020	475	-	-	-	-	475
Sergio Perez	22	1/15/2020	2/14/2020	540	-	-	-	-	540
Jennifer Androkitis	2219 ATH S20	1/23/2020	2/22/2020	1,255	-	-	-	-	1,255
Julie Leach	23	1/14/2020	2/13/2020	150	-	-	-	-	150
Total Education Solutions	2339148	1/6/2020	2/5/2020	3,049	-	-	-	-	3,049
Cavallo Stables, LLC	2394	1/21/2020	1/21/2020	-	360	-	-	-	360
Julie Leach	24	1/17/2020	2/16/2020	150	-	-	-	-	150
Nicole Corrine Crawford	26	1/23/2020	2/22/2020	1,286	-	-	-	-	1,286
CBC Equine Therapeutic Riding	27	1/14/2020	2/13/2020	1,050	-	-	-	-	1,050
Rainbow Resource Center	2785993	12/23/2019	2/21/2020	16	-	-	-	-	16
Rainbow Resource Center	2785993 - HEN	1/24/2020	3/24/2020	16	-	-	-	-	16
Julie Prince	28	1/14/2020	2/13/2020	180	-	-	-	-	180
CBC Equine Therapeutic Riding		1/23/2020	2/22/2020	240	-	-	-	-	240
Rainbow Resource Center	2821571	12/16/2019	2/14/2020	91	-	-	-	-	91
Rainbow Resource Center	2821582	12/16/2019	2/14/2020	184	-	-	-	-	184
Rainbow Resource Center	2821595	12/16/2019	2/14/2020	85	-	-	-	-	85
Rainbow Resource Center	2821597	12/16/2019	2/14/2020	282	-	-	-	-	282
Rainbow Resource Center	2821600	12/16/2019	2/14/2020	211	-	-	-	-	211
Rainbow Resource Center	2821659	12/16/2019	2/14/2020	70	-	-	-	-	70
Rainbow Resource Center	2824359	12/18/2019	2/16/2020	30	-	-	-	-	30
Rainbow Resource Center	2824365	12/18/2019	2/16/2020	38	-	-	-	-	38
Rainbow Resource Center	2825525	12/19/2019	2/17/2020	103	-	-	-	-	103
Rainbow Resource Center	2825808	12/19/2019	2/17/2020	48	-	-	-	-	48
Rainbow Resource Center	2825874	12/19/2019	2/17/2020	179	-	-	-	-	179
Rainbow Resource Center	2826015	12/19/2019	2/17/2020	74	-	-	-	-	74
Rainbow Resource Center	2826051	12/19/2019	2/17/2020	152	-	-	-	-	152
Rainbow Resource Center	2826306	12/20/2019	2/18/2020	139	-	-	-	-	139
Rainbow Resource Center	2826326	12/20/2019	2/18/2020	167	-	-	-	-	167
Rainbow Resource Center	2830078	1/3/2020	3/3/2020	63	-	-	-	-	63
Rainbow Resource Center	2832832	1/8/2020	3/8/2020	50	-	-	-	-	50
Rainbow Resource Center	2835050	1/13/2020	3/13/2020	55	-	-	-	-	55
Rainbow Resource Center	2835255	1/13/2020	3/13/2020	20	-	-	-	-	20
Rainbow Resource Center	2835325	1/13/2020	3/13/2020	61	-	-	-	-	61
Rainbow Resource Center	2835326	1/13/2020	3/13/2020	52	-	-	-	-	52
Rainbow Resource Center	2835506	1/13/2020	3/13/2020	56	-	-	-	-	56

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	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	2835508	1/13/2020	3/13/2020	56	-	-	-	-	56
Rainbow Resource Center	2835750	1/14/2020	3/14/2020	20	-	-	-	-	20
Rainbow Resource Center	2835797	1/14/2020	3/14/2020	20	-	-	-	-	20
Rainbow Resource Center	2836038	1/14/2020	3/14/2020	80	-	-	-	-	80
Rainbow Resource Center	2837244	1/15/2020	3/15/2020	54	-	-	-	-	54
Rainbow Resource Center	2837707	1/16/2020	3/16/2020	117	-	-	-	-	117
Rainbow Resource Center	2837851	1/16/2020	3/16/2020	50	-	-	-	-	50
Rainbow Resource Center	2838337	1/17/2020	3/17/2020	139	-	-	-	-	139
Rainbow Resource Center	2839235	1/20/2020	3/20/2020	28	-	-	-	-	28
Rainbow Resource Center	2841739	1/23/2020	3/23/2020	229	-	-	-	-	229
Rainbow Resource Center	2841761	1/23/2020	3/23/2020	72	-	-	-	-	72
Rainbow Resource Center	2841763	1/23/2020	3/23/2020	26	-	-	-	-	26
Rainbow Resource Center	2841794	1/23/2020	3/23/2020	154	-	-	-	-	154
Rainbow Resource Center	2841807	1/23/2020	3/23/2020	72	-	-	-	-	72
Lakeshore	2859211019	10/29/2019	11/28/2019	-	-	-	257	-	257
Studies Weekly	288427	1/2/2020	2/1/2020	65	-	-	-	-	65
Studies Weekly	290227	1/13/2020	2/12/2020	32	-	-	-	-	32
CharterSafe	29151	11/1/2019	11/1/2019	-	-	-	-	1,448	1,448
CharterSafe	29169	12/1/2019	12/1/2019	-	-	-	868	-	868
Studies Weekly	292269	12/18/2019	1/16/2020	-	65	-	-	-	65
Studies Weekly	292271	12/18/2019	1/16/2020	-	32	-	-	-	32
Studies Weekly	292272	12/18/2019	1/16/2020	-	65	-	-	-	65
Studies Weekly	292279	12/18/2019	1/16/2020	-	64	-	-	-	64
Studies Weekly	292280	12/18/2019	1/17/2020	-	64	-	-	-	64
Studies Weekly	292865	1/8/2020	2/6/2020	32	-	-	-	-	32
CharterSafe	29350	1/1/2020	1/1/2020	-	868	-	-	-	868
Karla Raubitschek	3	1/15/2020	2/14/2020	540	-	-	-	-	540
Rocklin Academy of Dance		1/22/2020	2/21/2020	300	-	-	-	-	300
Upstage Productions, Inc.	3 2019/2020	12/6/2019	1/5/2020	-	425	-	-	-	425
Christina Patton	305	1/15/2020	2/14/2020	1,060	-	-	-	-	1,060
BookShark	30982487	1/8/2020	2/7/2020	858	-	-	-	-	858
Flip 2 It Sports Center	31	1/13/2020	2/12/2020	3,630	-	-	-	-	3,630
Jennifer Steward	316	1/23/2020	2/22/2020	50	-	-	-	-	50
McColgan & Assocaites INC	3414	1/8/2020	1/8/2020	-	138	-	-	-	138
Staples	3436111263	1/11/2020	2/10/2020	33	-	-	-	-	33
Singapore Math, Inc.	351007	1/7/2020	2/6/2020	36	-	-	-	-	36
Singapore Math, Inc.	351054	1/9/2020	2/8/2020	32	-	-	-	-	32
Singapore Math, Inc.	351105	1/14/2020	2/13/2020	112	-	-	-	-	112
Singapore Math, Inc.	351133	1/16/2020	2/15/2020	162	-	-	-	-	162

## Cottonwood Charter

### Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Singapore Math, Inc.	351158	1/16/2020	2/15/2020	27	-	-	-	-	27
Lakeshore	3531451119	11/25/2019	12/25/2019	-	-	259	-	-	259
Slava Swim - Viacheslav Shyrshov	36	1/12/2020	2/11/2020	1,270	-	-	-	-	1,270
First Choice Tutoring	373	1/15/2020	2/14/2020	147	-	-	-	-	147
First Choice Tutoring	374	1/15/2020	2/14/2020	45	-	-	-	-	45
Well-Trained Mind Academy	379	1/22/2020	2/21/2020	754	-	-	-	-	754
Activities for Learning Inc.	379473	1/23/2020	2/22/2020	231	-	-	-	-	231
Slava Swim - Viacheslav Shyrshov	38	1/17/2020	2/16/2020	800	-	-	-	-	800
Young Music, LLC	382827	1/17/2020	2/16/2020	137	-	-	-	-	137
Annie Russell	4	1/15/2020	2/14/2020	1,440	-	-	-	-	1,440
Fliptastic	41 TCS	11/5/2019	12/5/2019	-	-	2,363	-	-	2,363
Kitchen Kid, LLC	438521529	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438521599	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438521600	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438521629	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438521667	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438521670	1/23/2020	2/22/2020	145	-	-	-	-	145
Kitchen Kid, LLC	438522667	1/23/2020	2/22/2020	22	-	-	-	-	22
Kitchen Kid, LLC	438523001	1/23/2020	2/22/2020	263	-	-	-	-	263
Kitchen Kid, LLC	438523014	1/23/2020	2/22/2020	263	-	-	-	-	263
Grade Power Learning, Elk Grove	4534	1/2/2020	1/31/2020	280	-	-	-	-	280
Grade Power Learning, Elk Grove	4550	1/2/2020	1/31/2020	280	-	-	-	-	280
Starfall Education Foundation	4573-7314-1196	1/17/2020	2/16/2020	35	-	-	-	-	35
Grade Power Learning, Elk Grove	4575	1/8/2020	1/31/2020	280	-	-	-	-	280
Jennifer Steward	51	11/13/2019	12/13/2019	-	-	45	-	-	45
Alona Kravchuk		1/23/2020	2/22/2020	265	-	-	-	-	265
Alona Kravchuk	52	1/23/2020	2/22/2020	125	-	-	-	-	125
A Brighter Child, Inc	52455	1/22/2020	2/21/2020	170	-	-	-	-	170
A Brighter Child, Inc	52456	1/22/2020	2/21/2020	294	-	-	-	-	294
A Brighter Child, Inc	52490	1/14/2020	2/13/2020	53	-	-	-	-	53
A Brighter Child, Inc	52507	1/14/2020	2/13/2020	39	-	-	-	-	39
A Brighter Child, Inc	52521	1/17/2020	2/16/2020	33	-	-	-	-	33
A Brighter Child, Inc	52534	1/14/2020	2/13/2020	416	-	-	-	-	416
A Brighter Child, Inc	52543	1/22/2020	2/21/2020	234	-	-	-	-	234
A Brighter Child, Inc	52546	1/14/2020	2/13/2020	217	-	-	-	-	217
A Brighter Child, Inc	52547	1/14/2020	2/13/2020	117	-	-	-	-	117
A Brighter Child, Inc	52575	1/14/2020	2/13/2020	103	-	-	-	-	103
A Brighter Child, Inc	52576	1/14/2020	2/13/2020	13	-	-	-	-	13
A Brighter Child, Inc	52577	1/14/2020	2/13/2020	13	-	-	-	-	13

**Cottonwood Charter****Accounts Payable Aging**

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	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	52578	1/14/2020	2/13/2020	13	-	-	-	-	13
A Brighter Child, Inc	52579	1/14/2020	2/13/2020	26	-	-	-	-	26
A Brighter Child, Inc	52581	1/14/2020	2/13/2020	118	-	-	-	-	118
A Brighter Child, Inc	52582	1/14/2020	2/13/2020	197	-	-	-	-	197
A Brighter Child, Inc	52584	1/14/2020	2/13/2020	628	-	-	-	-	628
A Brighter Child, Inc	52585	1/14/2020	2/13/2020	450	-	-	-	-	450
A Brighter Child, Inc	52588	1/14/2020	2/13/2020	152	-	-	-	-	152
A Brighter Child, Inc	52590	1/14/2020	2/13/2020	93	-	-	-	-	93
A Brighter Child, Inc	52591	1/14/2020	2/13/2020	200	-	-	-	-	200
A Brighter Child, Inc	52592	1/14/2020	2/13/2020	302	-	-	-	-	302
A Brighter Child, Inc	52594	1/14/2020	2/13/2020	115	-	-	-	-	115
A Brighter Child, Inc	52596	1/14/2020	2/13/2020	71	-	-	-	-	71
A Brighter Child, Inc	52597	1/14/2020	2/13/2020	219	-	-	-	-	219
A Brighter Child, Inc	52600	1/14/2020	2/13/2020	98	-	-	-	-	98
A Brighter Child, Inc	52602	1/14/2020	2/13/2020	370	-	-	-	-	370
A Brighter Child, Inc	52603	1/14/2020	2/13/2020	225	-	-	-	-	225
A Brighter Child, Inc	52604	1/14/2020	2/13/2020	403	-	-	-	-	403
A Brighter Child, Inc	52605	1/14/2020	2/13/2020	27	-	-	-	-	27
A Brighter Child, Inc	52607	1/14/2020	2/13/2020	644	-	-	-	-	644
A Brighter Child, Inc	52610	1/14/2020	2/13/2020	530	-	-	-	-	530
A Brighter Child, Inc	52613	1/14/2020	2/13/2020	354	-	-	-	-	354
A Brighter Child, Inc	52615	1/14/2020	2/13/2020	172	-	-	-	-	172
A Brighter Child, Inc	52618	1/14/2020	2/13/2020	149	-	-	-	-	149
A Brighter Child, Inc	52619	1/14/2020	2/13/2020	195	-	-	-	-	195
A Brighter Child, Inc	52620	1/14/2020	2/13/2020	57	-	-	-	-	57
A Brighter Child, Inc	52621	1/14/2020	2/13/2020	75	-	-	-	-	75
A Brighter Child, Inc	52622	1/14/2020	2/13/2020	680	-	-	-	-	680
A Brighter Child, Inc	52623	1/14/2020	2/13/2020	244	-	-	-	-	244
A Brighter Child, Inc	52624	1/14/2020	2/13/2020	110	-	-	-	-	110
A Brighter Child, Inc	52625	1/14/2020	2/13/2020	143	-	-	-	-	143
A Brighter Child, Inc	52626	1/14/2020	2/13/2020	678	-	-	-	-	678
A Brighter Child, Inc	52627	1/14/2020	2/13/2020	85	-	-	-	-	85
A Brighter Child, Inc	52628	1/14/2020	2/13/2020	248	-	-	-	-	248
A Brighter Child, Inc	52629	1/14/2020	2/13/2020	140	-	-	-	-	140
A Brighter Child, Inc	52630	1/14/2020	2/13/2020	58	-	-	-	-	58
A Brighter Child, Inc	52632	1/14/2020	2/13/2020	1,080	-	-	-	-	1,080
A Brighter Child, Inc	52633	1/14/2020	2/13/2020	782	-	-	-	-	782
A Brighter Child, Inc	52663	1/20/2020	2/19/2020	25	-	-	-	-	25
A Brighter Child, Inc	52708	1/22/2020	2/21/2020	122	-	-	-	-	122

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Alona Kravchuk	54	1/23/2020	2/22/2020	250	-	-	-	-	250
MoxieBox Art, Inc	5479	1/20/2020	2/19/2020	151	-	-	-	-	151
MoxieBox Art, Inc	5480	1/20/2020	2/19/2020	151	-	-	-	-	151
Alona Kravchuk	55	1/23/2020	2/22/2020	500	-	-	-	-	500
eLuma LLC	5577	1/6/2020	1/31/2020	366	-	-	-	-	366
Alona Kravchuk	56	1/23/2020	2/22/2020	500	-	-	-	-	500
Alona Kravchuk	57	1/23/2020	2/22/2020	500	-	-	-	-	500
Alona Kravchuk	58	1/23/2020	2/22/2020	400	-	-	-	-	400
Alona Kravchuk	59	1/23/2020	2/22/2020	200	-	-	-	-	200
Drew's Art Box LLC	5904-5086	1/16/2020	2/15/2020	35	-	-	-	-	35
Image IV Systems	629199	1/17/2020	3/2/2020	111	-	-	-	-	111
Image IV Systems	629201	1/17/2020	3/2/2020	44	-	-	-	-	44
Roseville Community School	6311	1/21/2020	1/21/2020	-	1,100	-	-	-	1,100
Institute for Excellence in Writing	645659	1/14/2020	2/14/2020	57	-	-	-	-	57
Institute for Excellence in Writing	646849	1/23/2020	2/22/2020	173	-	-	-	-	173
Mystery Science Inc.	65478	1/20/2020	2/19/2020	69	-	-	-	-	69
Pearson Education Inc.	7027025060	12/11/2019	1/10/2020	-	42	-	-	-	42
Coralie Harless	8	1/17/2020	2/16/2020	4,320	-	-	-	-	4,320
The Lampo Group, LLC	8125573	1/22/2020	2/21/2020	132	-	-	-	-	132
Alexandr Popov	81536	1/16/2020	2/15/2020	1,800	-	-	-	-	1,800
JackKris Publishing, LLC	843	1/14/2020	2/13/2020	71	-	-	-	-	71
Mercurius Inc.	86760	12/18/2019	2/16/2020	371	-	-	-	-	371
Mercurius Inc.	86762	12/18/2019	2/16/2020	304	-	-	-	-	304
All About Learning Press, Inc.	901615	12/18/2019	2/16/2020	155	-	-	-	-	155
All About Learning Press, Inc.	901691	1/13/2020	3/13/2020	51	-	-	-	-	51
All About Learning Press, Inc.	901707	1/15/2020	3/15/2020	155	-	-	-	-	155
All About Learning Press, Inc.	901761	1/20/2020	3/20/2020	56	-	-	-	-	56
Heather Williams	921	1/15/2020	2/28/2020	148	-	-	-	-	148
Heather Williams	923	1/15/2020	2/25/2020	140	-	-	-	-	140
Heather Williams	924	1/20/2020	2/19/2020	145	-	-	-	-	145
Home Science Tools	972356A	12/18/2019	2/16/2020	161	-	-	-	-	161
Home Science Tools	978132A	1/15/2020	3/15/2020	70	-	-	-	-	70
Home Science Tools	978133A	1/15/2020	3/15/2020	81	-	-	-	-	81
Bennati's Martial Arts	AGES1119	1/17/2020	2/16/2020	129	-	-	-	-	129
Bennati's Martial Arts	AGESLANI0120	1/23/2020	2/22/2020	129	-	-	-	-	129
MEL Science Ltd	AM202001153	1/15/2020	2/14/2020	298	-	-	-	-	298
Bennati's Martial Arts	AWISE09211	1/17/2020	2/16/2020	282	-	-	-	-	282
Leighton Dance Project	B0120-1	1/31/2020	1/31/2020	350	-	-	-	-	350
MEL Science Ltd	BB201901148	1/14/2020	2/13/2020	298	-	-	-	-	298

## Cottonwood Charter

### Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
BBlessed Enterprises, Inc	BBRTA32	1/21/2020	2/20/2020	790	-	-	-	-	790
BBlessed Enterprises, Inc	BBRTA34	1/21/2020	2/20/2020	790	-	-	-	-	790
BBlessed Enterprises, Inc	BBRTA35	1/21/2020	2/20/2020	440	-	-	-	-	440
Blue Learning	CM0018	12/12/2019	1/11/2020	-	(400)	-	-	-	(400)
Family Literacy Centers	Coate	1/15/2020	2/14/2020	175	-	-	-	-	175
Galaxy Dance Arts, LLC	CSW-CMcC-001-20	1/20/2020	2/19/2020	93	-	-	-	-	93
Galaxy Dance Arts, LLC	CWS-AM-001-2020	1/23/2020	2/22/2020	192	-	-	-	-	192
Galaxy Dance Arts, LLC	CWS-CMcC-002-20	1/23/2020	2/22/2020	70	-	-	-	-	70
Galaxy Dance Arts, LLC	CWS-CT-001-2020	1/15/2020	2/14/2020	136	-	-	-	-	136
Galaxy Dance Arts, LLC	CWS-CT-002-2020	1/15/2020	2/14/2020	145	-	-	-	-	145
Galaxy Dance Arts, LLC	CWS-CT-003-2020	1/15/2020	2/14/2020	145	-	-	-	-	145
Galaxy Dance Arts, LLC	CWS-JT-001-2020	1/14/2020	2/13/2020	189	-	-	-	-	189
Galaxy Dance Arts, LLC	CWS-MiM-001-202	1/23/2020	2/22/2020	170	-	-	-	-	170
Galaxy Dance Arts, LLC	CWS-MiM-002-2020	1/23/2020	2/22/2020	170	-	-	-	-	170
Galaxy Dance Arts, LLC	CWS-MyM-01-2020	1/23/2020	2/22/2020	170	-	-	-	-	170
Galaxy Dance Arts, LLC	CWS-MyM-02-2020	1/23/2020	2/22/2020	170	-	-	-	-	170
BYU Independent Study	DCE-00003272	10/1/2019	10/31/2019	-	-	-	-	60	60
Eat at Joes Inc dba: Encore! Studio of Pe	ENC0056	1/24/2020	2/23/2020	102	-	-	-	-	102
Bennati's Martial Arts	EWALD1120120	1/23/2020	2/22/2020	162	-	-	-	-	162
The STUDIO Martial Arts and Fitness	FH-TKD1	1/22/2020	2/21/2020	135	-	-	-	-	135
Bennati's Martial Arts	FWALD0120	1/23/2020	2/22/2020	69	-	-	-	-	69
Bennati's Martial Arts	FWALD0220	1/23/2020	2/22/2020	119	-	-	-	-	119
Bennati's Martial Arts	FWALD0320	1/23/2020	2/22/2020	119	-	-	-	-	119
Tricks Gymnastics - Granite Bay	GB:0012TCS	1/17/2020	2/16/2020	97	-	-	-	-	97
Tricks Gymnastics - Granite Bay	GB:001ACD	1/21/2020	2/20/2020	1,226	-	-	-	-	1,226
Bennati's Martial Arts	HUABEIJ0103	1/16/2020	2/15/2020	387	-	-	-	-	387
Corrinne Carrabello	Inspire 53	1/17/2020	2/16/2020	50	-	-	-	-	50
Corrinne Carrabello	Inspire 54	1/22/2020	2/21/2020	250	-	-	-	-	250
Corrinne Carrabello	Inspire 55	1/23/2020	2/22/2020	250	-	-	-	-	250
CCHAT Center	InspireMS11	11/30/2019	11/30/2019	-	-	-	397	-	397
Mad Science of Sacramento Valley	INV-000974	1/31/2020	1/31/2020	360	-	-	-	-	360
Mad Science of Sacramento Valley	INV-000977	1/20/2020	1/20/2020	-	95	-	-	-	95
PresenceLearning, Inc.	INV31320	1/8/2020	2/7/2020	531	-	-	-	-	531
Learning Without Tears	INV53876	1/15/2020	2/14/2020	56	-	-	-	-	56
Learning Without Tears	INV54063	1/16/2020	2/15/2020	12	-	-	-	-	12
Learning Without Tears	INV54079	1/16/2020	2/15/2020	12	-	-	-	-	12
Learning Without Tears	INV54142	1/17/2020	2/16/2020	54	-	-	-	-	54
Learning Without Tears	INV54270	1/21/2020	2/20/2020	50	-	-	-	-	50
Growing Healthy Children Therapy Servi	ITCS_1912	12/31/2019	1/30/2020	-	4,819	-	-	-	4,819

## Cottonwood Charter

### Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	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 Masters Learning Center	Jan-20	1/23/2020	2/22/2020	240	-	-	-	-	240
Rocklin Education Enterprise	Jan2020CM	1/23/2020	2/22/2020	450	-	-	-	-	450
Rocklin Education Enterprise	Jan2020LM	1/23/2020	2/22/2020	435	-	-	-	-	435
Rocklin Education Enterprise	Jan2020PM	1/23/2020	2/22/2020	435	-	-	-	-	435
Bennati's Martial Arts	JWISE09211	1/17/2020	2/16/2020	357	-	-	-	-	357
Bennati's Martial Arts	KGES1119	1/17/2020	2/16/2020	104	-	-	-	-	104
Bennati's Martial Arts	KGESLANI0120	1/23/2020	2/22/2020	104	-	-	-	-	104
Bennati's Martial Arts	KGESLANI0220	1/23/2020	2/22/2020	104	-	-	-	-	104
Bennati's Martial Arts	KWALD1120120	1/23/2020	2/22/2020	87	-	-	-	-	87
Laurie Stoevers	LS-1	1/14/2020	2/13/2020	235	-	-	-	-	235
Kovar's Satori Academy	MADCOMPTONJAN20	11/20/2019	12/20/2019	-	-	169	-	-	169
Bennati's Martial Arts	MEVERSOLE01203	1/23/2020	2/22/2020	384	-	-	-	-	384
MEL Science Ltd	NB202001245	1/24/2020	2/23/2020	298	-	-	-	-	298
Nessy Learning LLC	NESUS3240	1/22/2020	2/21/2020	60	-	-	-	-	60
Stephanie Morris	NL004	1/20/2020	2/19/2020	360	-	-	-	-	360
Bennati's Martial Arts	NWALD1220220	1/23/2020	2/22/2020	237	-	-	-	-	237
Amber Blomquist	PF-S20-001	1/20/2020	2/19/2020	2,500	-	-	-	-	2,500
Family Literacy Centers	renewalGarrett	1/24/2020	1/24/2020	-	110	-	-	-	110
Tricks Gymnastics - Sacramento	SAC-0001UIN	1/23/2020	2/22/2020	1,144	-	-	-	-	1,144
Tricks Gymnastics - Sacramento	SAC-0010CFS	1/23/2020	2/22/2020	158	-	-	-	-	158
Tricks Gymnastics - Sacramento	SAC-0012COT	12/23/2019	1/22/2020	-	32	-	-	-	32
Tricks Gymnastics - Sacramento	SAC-0012WWL	1/18/2020	2/17/2020	149	-	-	-	-	149
Blue Learning	SINV1066	12/19/2019	1/18/2020	-	100	-	-	-	100
Katy Spicer	SPIC111719	11/17/2019	11/17/2019	-	-	-	70	-	70
On The GO Academy	Spr 2020-10	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-100	1/24/2020	2/23/2020	625	-	-	-	-	625
On The GO Academy	Spr 2020-107	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-11	1/23/2020	2/22/2020	350	-	-	-	-	350
On The GO Academy	Spr 2020-111	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-112	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-114	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-115	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-118	1/24/2020	2/23/2020	1,200	-	-	-	-	1,200
On The GO Academy	Spr 2020-119	1/24/2020	2/23/2020	1,200	-	-	-	-	1,200
On The GO Academy	Spr 2020-13	1/24/2020	2/23/2020	1,050	-	-	-	-	1,050
On The GO Academy	Spr 2020-14	1/23/2020	2/22/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-19	1/23/2020	2/22/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-20	1/24/2020	2/23/2020	600	-	-	-	-	600
On The GO Academy	Spr 2020-21	1/24/2020	2/23/2020	600	-	-	-	-	600

# Cottonwood Charter

## Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
On The GO Academy	Spr 2020-22	1/24/2020	2/23/2020	600	-	-	-	-	600
On The GO Academy	Spr 2020-23	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-25	1/24/2020	2/23/2020	1,150	-	-	-	-	1,150
On The GO Academy	Spr 2020-26	1/24/2020	2/23/2020	875	-	-	-	-	875
On The GO Academy	Spr 2020-31	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-35	1/24/2020	2/23/2020	1,025	-	-	-	-	1,025
On The GO Academy	Spr 2020-36	1/24/2020	2/23/2020	1,000	-	-	-	-	1,000
On The GO Academy	Spr 2020-37	1/24/2020	2/23/2020	600	-	-	-	-	600
On The GO Academy	Spr 2020-38	1/24/2020	2/23/2020	350	-	-	-	-	350
On The GO Academy	Spr 2020-39	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-40	1/24/2020	2/23/2020	350	-	-	-	-	350
On The GO Academy	Spr 2020-41	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-42	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-46	1/23/2020	2/22/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-53	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-56	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-57	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-58	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-61	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-63	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-75	1/24/2020	2/23/2020	600	-	-	-	-	600
On The GO Academy	Spr 2020-76	1/24/2020	2/23/2020	500	-	-	-	-	500
On The GO Academy	Spr 2020-87	1/24/2020	2/23/2020	250	-	-	-	-	250
On The GO Academy	Spr 2020-89	1/24/2020	2/23/2020	1,100	-	-	-	-	1,100
On The GO Academy	Spr 2020-93	1/24/2020	2/23/2020	175	-	-	-	-	175
On The GO Academy	Spr 2020-94	1/24/2020	2/23/2020	555	-	-	-	-	555
On The GO Academy	Spr 2020-95	1/24/2020	2/23/2020	250	-	-	-	-	250
KiwiCo, Inc	ST-IHJLZZUY	1/7/2020	2/21/2020	118	-	-	-	-	118
KiwiCo, Inc	ST-INFENOZA	1/2/2020	2/16/2020	323	-	-	-	-	323
KiwiCo, Inc	ST-INHLUAXA	1/2/2020	2/16/2020	221	-	-	-	-	221
KiwiCo, Inc	ST-INJS2SVA	1/2/2020	2/16/2020	323	-	-	-	-	323
Bennati's Martial Arts	SWALD1220220	1/23/2020	2/22/2020	312	-	-	-	-	312
City of Folsom	TCS December 2019	1/16/2020	2/15/2020	49	-	-	-	-	49
Olga Shabanov	TCS-02-Sukhin	10/1/2019	10/31/2019	-	-	-	-	460	460
Olga Shabanov	TCS-04-Nekr	1/24/2020	2/23/2020	1,200	-	-	-	-	1,200
Bennati's Martial Arts	UEVERSOLE01203	1/23/2020	2/22/2020	315	-	-	-	-	315
Dragonfire Farm	Watkins 1	1/22/2020	2/21/2020	400	-	-	-	-	400
Bennati's Martial Arts	WBROWN01203	1/23/2020	2/22/2020	312	-	-	-	-	312

Cottonwood Charter

Accounts Payable Aging

January 31, 2020

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total Outstanding Payables				\$ 154,676	\$ 12,389	\$ 3,135	\$ 1,592	\$ (239)	\$ 171,553

**Inspire Charter School - The Cottonwood School**Summary of 9170-9183     *Due To/From All Inspire Locations*

As Of 1/31/2020

()= Credit

*Statement of purpose for the account:*To record entries due to and due from **The Cottonwood School***Description of debit/credit activity that normally processes through the account:*

Debit balances are an asset while a credit balances are an obligation; ending balance should reconcile to the corresponding entity.

<u>Account</u>	<u>Account Description</u>	<u>Account Balance</u>
9173	Due to/from Inspire North	(1,507,520.49)
9174	Due to/from Inspire Kern	499,911.76
9175	Due to/from Inspire Winship	(6,734.44)
9176	Due to/from Inspire Central	(5,145.74)
9177	Due to/from Inspire Clarksville	399,157.26
9180	Due to/from Inspire District Office	812,402.68
		<hr/>
		\$ 192,071.03

**CONTRACT FOR ANNUAL AUDIT  
OF K-12 CHARTER SCHOOLS  
(Three Year Contract)**

**THE COTTONWOOD SCHOOL**

This contract entered into this 19th day of February, 2020\_ between THE COTTONWOOD SCHOOL of San Diego County, California, hereinafter called the School and Wilkinson Hadley King & Co. LLP hereinafter called the Accountant, witnesses that the parties hereto do mutually agree as follows:

Article 1. EMPLOYMENT OF ACCOUNTANT: The School, pursuant to Chapter 3 (commencing with Section 14500), Part 9, Division 1, Title 1, and Article 2 (commencing with Section 41020), Chapter 1, Part 24, Division 3, Title 2 of the Education Code of the State of California, hereby employs the Accountant to perform the necessary professional services, including but not limited to, those hereinafter set forth in connection with an audit of the books and accounts of the School.

Article 2. SCOPE OF AUDIT: The audit shall include all financial information of the School including the student body accounts, and any other funds under the control or jurisdiction of the School.

Article 3. AUDIT PERIOD: The audit shall cover the period of the 2019-20 through 2021-22 school years, to wit, the period commencing July 1, 2019, and ending June 30, 2022.

Article 4. VERIFICATION OF PRIOR YEAR'S FUNDS BALANCES: The audit shall include a verification of fund balances at the beginning of the audit period, provided there has been a responsible audit for the year prior to commencement of the audit period, from which such verification can be made; otherwise such verification may be excluded at the discretion of the School.

Article 5. AUDIT PROCEDURES: The audit shall be performed in accordance with general accounting office standards for financial and compliance audits, and shall include, to the extent applicable, the audit procedures recommended by the Education Audit Appeals Panel, as detailed in the most recent publication entitled Standards and Procedures for Audits of California Local Educational Agencies (Audit Guide). The Accountant shall provide the State Controller access to audit working papers to permit the Controller to complete a review upon request pursuant to Education Code Section 14504.

Article 6. FORM AND CONTENTS OF REPORT: The form and contents of the audit report shall be in conformity, to the extent practicable, with such form and content as may be prescribed by the State Controller under Section 41020 of the Education Code.

Article 7. EXTRA WORK AND SERVICES: In the event that circumstances disclosed by the audit indicate that more detailed verification is required in addition to that which would be sufficient under ordinary circumstances, the Accountant shall at once notify the School in writing of the fact, together with a written estimate of the additional work and services required and the estimated cost thereof. In the event the School authorizes and approves the performance of such extra work and services, it shall so notify the Accountant in writing. No claims of the Accountant for extra work or services shall be allowed or paid without such written consent and approval of the School first having been so obtained before such extra work and services are entered upon or undertaken.

Article 8. COMMENCEMENT OF WORK: Work by the Accountant under this contract shall commence April 20, 2020, or as soon thereafter as the School may deem practicable and feasible.

Article 9. COMPLETION AND DELIVERY OF REPORT: The audit report shall be completed and delivered to the School not later than December 15 annually. The Accountant will furnish the charter school copies of the audit in sufficient number for distribution to each member of the governing board plus 10 copies for the School's chief administrative officer and shall mail one copy to each of the following: County Superintendent of Schools, State Department of Education, State Controller's office.

Article 10. THE ACCOUNTANT FEES: The School agrees to pay and the Accountant agrees to accept for performance of all services rendered herein, exclusive of extra work and services, a fee in the sum of, not to exceed amounts notated below. It is understood and agreed that said fee is a maximum fee and is subject to corresponding reduction in the event that the actual cost of making the audit proves to be less than is now estimated at the time of entering into this contract. The cost estimates, which include a reasonable profit and constitute the basis upon which the maximum fee has been determined.

	<b>SCHOOL AUDIT</b>	<b>INFORMATION RETURNS</b>	<b>TOTAL FEES</b>
<b>2019-20</b>	\$8,500	\$1,200	\$9,700
<b>2020-21</b>	\$8,750	\$1,200	\$9,950
<b>2021-22</b>	\$9,000	\$1,200	\$10,200

Extra work and services duly ordered and approved as herein above provided and duly performed shall be computed and paid for at the rates below.

<u>Classification</u>	<u>Rate</u>
Senior Partner	\$ 175
Partner	\$ 150
Senior Manager	\$ 125
Manager	\$ 100
Senior Accountant	\$ 85
Staff Accountant	\$ 70
Clerical	\$ 45

Article 11. PAYMENT: Payment of ninety percent of the fee, including extra work and services, shall be made in progress payments as work is completed. The Accountant shall furnish the School on demand an itemized statement of the audit costs, if requested. The final ten percent of the value of work done under this contract shall be made after certification by the State Controller that the audit report conforms to the reporting provisions of the Audit Guide. Provision is hereby made to withhold fifty percent of the audit fee for any subsequent year of a multi-year contract if the prior year's audit report by the same firm or individual failed to be certified as conforming to reporting requirements of the State Controller's Audit Guide.

Article 12. TERMINATION: The School hereby reserves the right to terminate this contract at any time. In the event of such termination, the Accountant shall be paid the reasonable value of all services rendered up to the date of such termination as may be determined by the School, and the Accountant hereby expressly waives any and all claims for damages or compensation arising under this contract, except as set forth herein, in the event of such termination. Additionally, this contract shall become null and void if the audit firm or individual is declared ineligible to perform LEA audits pursuant to Education Code Section 41020.5.

Article 13. ASSOCIATES: The Accountant shall have the option, with the written consent of the School, to associate with them and at their expense accountants or other qualified persons to render services in connection with the work, and to delegate to them such duties as they may delegate without relieving themselves from administrative or other responsibility under this contract.

Article 14. SUCCESSORS AND ASSIGNS: All terms, conditions, and provisions hereof shall inure to and shall bind the parties hereto, their, and each of their respective heirs, executors, administrators, successors, and assigns.

Except as provided above, the Accountant shall not sublet, assign, or transfer their interest in this contract without the written consent of the School.

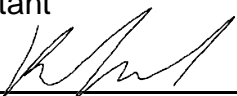
Article 15. Workers' Compensation: We are aware of the provisions of Section 3700 of the Labor Code that requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that Code, and we will comply with such provisions before commencing the performance of the work of the contract.

Article 15. INSTRUCTIONS TO PROCEED: The Accountant is not to proceed with performance of any services under this contract without first securing written authorization from the School to do so.

IN WITNESS WHEREOF, we have hereunto set our hands the day and year first above written.

Wilkinson Hadley King & Co. LLP    THE COTTONWOOD SCHOOL  
of El Dorado County, California

Accountant

By \_\_\_\_\_  
Kevin Sproul, Partner

By \_\_\_\_\_

Dated: February 19, 2020

Approved by the Governing Board

On \_\_\_\_\_



# **Proposal to Provide Audit Services to The Cottonwood School**

**February 2020**



February 26, 2020

Dear Board Members:

We are honored by your request and appreciate the opportunity to submit this proposal to provide audit services for **The Cottonwood School ("Cottonwood")**.

We are uniquely qualified to serve your needs and the enclosed proposal will provide more details as to our deep knowledge-base serving independent and charter schools and our commitment to maintain a professional relationship based on proactive and informed services. We strive at all times to do what is in the best interest of our clients.

### About Squar Milner

**Squar Milner LLP ("Squar Milner")** is one of the nation's Top 50 largest accounting firms, as well as one of the largest independent accounting and advisory firms in California. We have locations throughout Northern and Southern California, and an office in the Cayman Islands, which specializes in investment funds. As one of the region's leading professional services firms, our professionals have a broad range of experience. Our full-service concept extends beyond providing a single service and instead delivers extensive comprehensive solutions to a variety of needs.

We are an independent member of Allinial Global, a strong national and international alliance of over 100 independent accounting and consulting firms spanning across over 70 countries. Allinial Global offers international support by connecting member firms to providers and global networks worldwide. Our resources with Allinial Global are comparable to those of any national firm, allowing us to serve and grow with you wherever you do business.

### Quality Control

At **Squar Milner**, we are dedicated to professional excellence and working towards the right answer. When presented with an issue, we have the experience to make the most appropriate decision. Our process involves deliberation between the team and senior client management and, when necessary, discussion with our Quality Control Committee. At all times, we are capable of making the decision locally. This not only accelerates the deliberation process, but also provides transparent decision-making.

Our clients appreciate that many of our partners and managers have Big 4 and US national firm experience. This results in a high level of expertise without bureaucratic burdens which often hinder larger firms. **In turn, this means you receive the expertise needed to professionally and efficiently serve your business while avoiding unexpected occurrences or delays often-times associated with larger firms.**

We are committed to quality in everything we do. We are members of the American Institute of Certified Public Accountants ("AICPA") and the California Society of Certified Public Accountants. We are also registered with the Public Company Accounting Oversight Board ("PCAOB").

Our Firm is built upon the fundamentals of providing excellent client service and timely and open communication. **Cottonwood** will receive a very experienced high-level team of professionals who are dedicated to the charter schools industry.

Our service approach is predicated on serving **Cottonwood** with attention and dedication. Consequently, we will devote the necessary resources to ensure that we exceed your service needs. Your client service team will be comprised of technically proficient and service-oriented individuals committed to meeting your needs on a daily basis.

At **Squar Milner**, ***we do not make excuses.*** We provide extraordinary client service.

### Summary

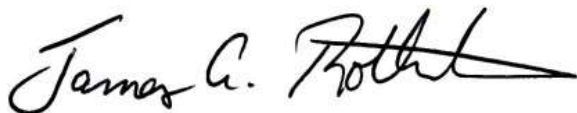
Overall, we pledge that **Cottonwood** will be a client of utmost importance to us. At **Squar Milner**, we care about your success and will dedicate the attention and time of experienced, senior-level professionals to serve your specific needs. We stand prepared to continue working with **Cottonwood** and delivering exceptional client service. If any additional questions remain, do not hesitate to contact us.

The accompanying proposal contains details regarding our team, references and the credentials of **Squar Milner**. It also describes the recognition we have garnered from our peers, regulatory bodies and the profession at large.

We appreciate the opportunity to submit this proposal and respectfully offer **Squar Milner** for your careful consideration.

Respectfully yours,

**SQUAR MILNER LLP**



**James Rotherham**  
Partner, Audit Services

# Table of Contents

Understanding of Your Needs.....	5
Independent & Charter Schools Industry Expertise.....	6
Our Audit Practice and Process.....	7
The Audit: Five Step Implementation .....	8
Client Services Team .....	9
Professional Fees .....	10
Appendix .....	11
References .....	12
Client Services Team .....	13
AICPA 2016 Peer Review Report.....	16



# Understanding of Your Needs

We understand that Cottonwood needs a provider with the following qualifications to meet your needs:

- ✓ A full service accounting firm with extensive experience serving independent and charter schools;
- ✓ Timely and decisive feedback on key accounting matters;
- ✓ Consultative with technical developments and emerging issues;
- ✓ Risk-focused;
- ✓ Cost conscious;
- ✓ Exceptional client service.

We have taken these observations into consideration as we believe they are essential to helping achieve **Cottonwood's** goals. We know every client is unique and that you need a firm who can identify and respond to your specific needs. Your **Squar Milner** team is committed to proactively addressing your issues and concerns.





# Independent & Charter Schools Industry Expertise

**Squar Milner** has a team of professionals with significant experience in serving independent and charter schools. Our qualifications include tuition payment plans, deferred revenue, scholarships, faculty compensation plans, summer programs, capital campaigns, parent pledge programs and endowment funds. At **Squar Milner**, we also understand the need for sustaining enrollment, the importance of reliable data to plan for the future, changing demographics, increased competition, and fluctuation in enrollment that can have an adverse impact if not planned for in advance. Our dedicated professionals have extensive backgrounds serving on school boards which helps provide additional perspective to offer observations and recommendations most beneficial to you.

You can expect to be served by a team of qualified professionals who:

- Have significant experience servicing not-for-profit organizations, charter schools and independent schools
- Meet with you frequently and are available when needed
- Meet your specific audit and tax needs through our consultative approach to communicating technical developments and issues as they arise
- Commit to developing long-term relationships
- Have a thorough understanding of your business

The following are a sample of independent and charter schools that **Squar Milner** has served:

- |                                   |                                       |
|-----------------------------------|---------------------------------------|
| ▪ Bay Area Educational Institute  | ▪ Plumas Charter School               |
| ▪ Charles Armstrong School        | ▪ Presidio Preschool                  |
| ▪ Discovery Charter School        | ▪ REACH Leadership Academy            |
| ▪ Escuela Popular                 | ▪ RePublic Schools Nashville          |
| ▪ KEY Academy                     | ▪ Ronald C. Wornick Jewish Day School |
| ▪ Memphis Delta                   | ▪ Seven Hills School                  |
| ▪ Montclair Community Play Center | ▪ Strive Collegiate                   |
| ▪ Nashville Classical             | ▪ Town School for Boys                |



# Our Audit Practice and Process

We go beyond a simple audit of financial statements. We believe a well-planned and properly conducted audit engagement can provide valuable insight into operational efficiencies, internal control weaknesses and business opportunities. To that end, our audits are designed to be a springboard for improved internal controls and procedures, as well as sound and proactive business and tax insight.

## Audit Approach

**Squar Milner** performs audits quickly and thoroughly, while providing meaningful comments regarding your business and controls. We aim to complete the audit in a timely manner with minimal disruption to your business operations.

**Squar Milner** employs a risk-based audit approach, focused on the areas of greatest concern in your business. We will meet with you to discuss our understanding of the critical audit areas and develop a mutually agreed-upon timeline and audit plan to ensure that your needs are addressed.

## Strategy for Initial Audit

Our approach is to dedicate a liberal amount of partner and manager time up front to properly identify issues, understand history and plan the engagement. It is imperative for partners and managers to gain this knowledge personally. Transition is where experience counts. With a focused and experienced team, we can get up-to-speed quickly.

## Technology

We will maximize the functionality of computerized technology and audit software. Our audit workpapers are prepared and maintained in digital formats, thereby allowing us to achieve greater efficiency and utilize state-of-the-art electronic audit tools. We will work closely with your personnel in order to obtain the necessary documentation in electronic form.

## Pre-Audit Planning

Our approach emphasizes planning and taking proactive action in order to anticipate issues and prevent surprises. Each year, as part of the audit planning process, we will meet with your key financial and executive managers to understand your strategic goals and objectives, business plan and critical areas of focus and risk that we believe to be important. These sessions are vital and will:

- Facilitate team building and co-development of expectations;
- Validate our understanding of key strengths and weaknesses of your organization and current systems;
- Refine the timeline and audit plan to ensure key objectives are met in a timely fashion;
- Define risk areas and specific issues; and
- Leverage internal resources to minimize audit costs and optimize efficiencies.

## Audit Practice

Please refer to the Audit Five Step Implementation on the following page.

## Management Letter

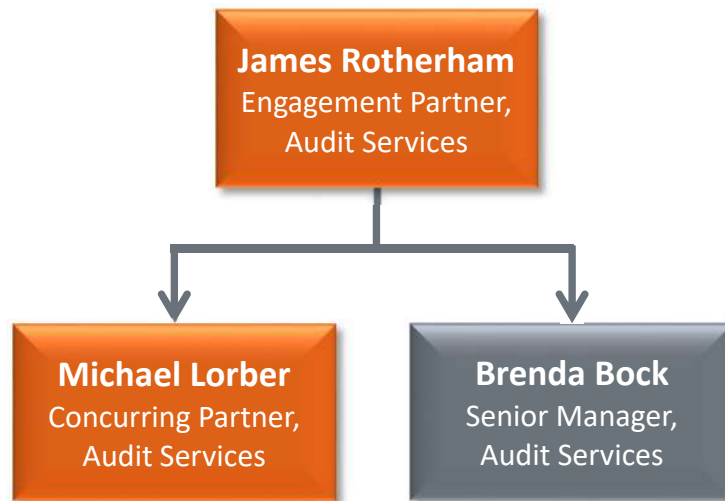
When preparing our management letters, we identify methods of strengthening internal control and operating efficiency. We may include new or pending accounting, audit or tax developments that would be of significance. We will review all potential comments with management and permit sufficient time to review our comments to ensure that the context is appropriate and accurate. This collaborative effort will result in a letter focused on opportunities rather than deficiencies.



# The Audit: Five Step Implementation



# Client Services Team



Our Firm is built upon the fundamentals of providing extraordinary client service and timely and open communication with your management team. **Cottonwood** will receive a very experienced high-level team of professionals.

Our engagement plans incorporate a significant amount of partner and manager time. This structure is intentional – not a coincidence. Our goal is to provide the technical expertise demanded of a national CPA firm, combined with the high level of personal service and reasonable rates offered by a regional accounting firm.

At **Squar Milner**, we believe our biggest investments are our client relationships and our people. The two investments are interrelated. We invest significantly in our people, as we believe they are our biggest asset and the key to our success. We do our best to retain our professionals by making sure they have a work-life balance. We are very proud of the group of professionals we have today. We take pride and ownership in our work. Excellence in servicing our clients is one of the top job requirements for each of our professionals; frequent interaction with our clients is a top priority.

For more detailed information on your client service team, please see their full bios in the Appendix.



# Professional Fees

Based on the information we were provided, we estimate our professional fees, excluding out-of-pocket costs and our standard administrative fee of 8%, to be as follows:

Services	Estimated Fees
Audit of the financial statements for The Cottonwood School for the year ending June 30, 2020.	\$19,995

## Assumptions:

- Complete cooperation and access to books and records. **Cottonwood's** management prepares all requested schedules and obtains all information requested in a timely manner.
- Scope of business and existing reporting requirements under current rules and regulations set forth by regulatory bodies will not significantly change.
- Full access to predecessor workpapers will be granted.
- Internal controls are designed effectively and are functioning properly.

Our fee estimate is based on standard hourly rates of our professional staff and assume a normal level of client assistance and the assumptions above. If these assumptions are incorrect, the scope of our work could increase resulting in higher fees. Additionally, if we encounter a situation that may result in additional work, we will obtain your advanced approval before undertaking any work. Our fees will be billed as our work progresses and all fees must be paid in full prior to the release of our report.

We understand that you are operating in a rapidly changing environment and the accounting rules are changing as fast as your business. We work closely with our clients to address the accounting impact of changes to their business. We do not charge clients for routine calls to discuss accounting related matters. For questions involving research or other services, we will provide a fee estimate in advance before undertaking special assignments. The discussions that we have throughout the year result in a better understanding of your business and help us to perform our work more efficiently.

This proposal is being submitted in advance of our completion of certain engagement acceptance procedures including background checks for directors and officers and our acceptance of your appointment of **Squar Milner** is conditional upon the satisfactory completion of these procedures.





## Appendix



# References

Amethod Public Schools	Partnerships to Uplift Communities Schools	ROADS Education Organization dba Pivot Charter Schools
<b>Jorge Lopez</b> CEO 510.436.0172	<b>Lisa Tover</b> CFO 818.559.7699	<b>Jayna Gaskell</b> Executive Director 707.843.4676



# Client Services Team



## **Jim Rotherham** **Partner-in-Charge, Education Services**

### **Area of Focus**

Jim Rotherham is an Audit Partner at Squar Milner and has over 32 years of experience in public accounting and private industry. Jim heads up the Education Services practice at Squar Milner and specializes in audits of charter schools, school districts, local governments, Native American tribal governments and casinos, and not-for-profit organizations. He has extensive experience working with companies ranging from start-up stage to established public companies.

### **Business Experience**

Jim's background includes over 12 years at Ernst & Young in San Diego servicing clients in the technology and life sciences sector as well as governmental and nonprofit organizations. He co-founded and served as Chief Financial Officer of several privately owned and venture backed tech companies, including one which he took public in 2003. Jim returned to public accounting in 2007 and built one of the most successful San Diego based full service CPA firms which merged with Squar Milner in 2016.

### **Professional License and Accreditation**

- Certified Public Accountant – California, Florida, and New York
- Member, American Institute of Certified Public Accountants
- Member, California Society of Certified Public Accountants

### **Education**

- Bachelor of Science – The Wharton School, University of Pennsylvania (Honors)





## Michael H. Lorber

### Partner, Audit Services

#### Area of Focus

Michael H. Lorber is a Partner in Squar Milner's Audit and Assurance Services Department. He joined the firm in January 2005. Michael serves as engagement or concurring partner on a wide variety of public company and private sector audit clients. His clients include companies in a number of industries including manufacturing and distribution, technology, life science, renewable energy, medical devices and not-for-profit. He has extensive experience working with companies ranging from development or early-stage entities to established SEC registrants. In addition, Michael is one of the firm's Employee Benefit Plan audit specialists, where he serves as engagement or concurring partner for a number of 401k Plan, or other Benefit Plans, with audit requirements from the Department of Labor.

Michael's blend of public accounting and private sector financial management experience establishes the foundation for his valuable perspective and ability to provide quality audit services with a focus and priority on clear and open communication and customer service.

#### Business Experience

Michael has over 35 years of diversified business and financial management experience that includes both Big 4 public accounting and private industry. He started his career as an auditor with Deloitte, and has served as chief financial officer or controller for several public and private sector companies in a variety of industries including life sciences, medical devices, financial services, defense contracting and manufacturing/distribution, prior to his return to the public accounting profession in 2005.

#### Professional License and Accreditation

- Certified Public Accountant, California
- Member, American Institute of Certified Public Accountants
- Member, California Society of Certified Public Accountants

#### Education

- Bachelor of Science, Accounting – University of Illinois

#### Civic Activities

- Board Member, Day for Change
- Audit Committee Member, San Diego Humane Society
- Board Member, Business Executives Council
- Member, CFO Roundtable, San Diego





## **Brenda Bock**

### **Senior Manager, Audit Services**

#### **Area of Focus**

Brenda Bock is an Audit Senior Manager at Squar Milner and has over 13 years of experience in public accounting and private industry. Brenda specializes in audits of charter schools, school districts, local governments, Native American tribal governments and casinos, and not-for-profit organizations.

#### **Business Experience**

Prior to joining Squar Milner, Brenda worked for nine years at Rothstein Kass servicing clients in the hedge fund and financial services industries. Brenda also worked at Bank of New York Mellon as an internal auditor for over 20 asset managers. Brenda returned to public accounting in 2014 helping to develop the audit department at Hosaka, Rotherham & Company, which merged with Squar Milner in 2016.

#### **Professional License and Accreditation**

- Certified Public Accountant, California and New Jersey
- Member, American Institute of Certified Public Accountants
- Member, California Society of Certified Public Accountants
- Member, New Jersey Society of Certified Public Accountants

#### **Education**

- Bachelor of Arts, Economics and Spanish – Rutgers University
- Master of Business Administration, Accounting – Montclair State University





# **AICPA 2016 Peer Review Report**





## Peer Review Program

Administered by the National Peer Review Committee

American Institute of CPAs  
220 Leigh Farm Road  
Durham, NC 27707-8110

June 01, 2017

Stephen Milner  
Squar Milner, LLP  
1661 Alton Pkwy  
Irvine, CA 92606 4801

Dear Stephen Milner:

It is my pleasure to notify you that on May 24, 2017, the National Peer Review Committee accepted the report on the most recent System peer review of your firm. The due date for your next review is December 31, 2019. This is the date by which all review documents should be completed and submitted to the administering entity.

As you know, the report had a peer review rating of pass. The Committee asked me to convey its congratulations to the firm.

Thank you for your cooperation and support of the profession's practice-monitoring programs.

Sincerely,

Michael Fawley  
Chair - National PRC  
nprc@aicpa.org 919-402-4503  
National Peer Review Committee

CC: Candace Wright, Ernest Miranda

Firm Number: 900010080880

Review Number: 462500





## Report on the Firm's System of Quality Control

To the Partners of  
Squar Milner LLP  
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Squar Milner, LLP (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2016. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary). The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

### Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

### Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

### Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under Uniform Guidance; audits of employee benefit plans, and examinations of service organizations [SOC 1 and SOC 2 engagements].

As part of our peer review, we considered reviews by regulatory entities as communicated to the firm, if applicable, in determining the nature and extent of our procedures.

## Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Squar Milner, LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2016, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Squar Milner, LLP has received a peer review rating of *pass*.

*Postlethwaite & Nettville*

Baton Rouge, Louisiana  
January 13, 2017



## MEMORANDUM OF UNDERSTANDING FOR PERSONNEL SERVICES

This Memorandum of Understanding for Personnel Services (“**MOU**”) is entered into as of July 1, 2019 (“**Effective Date**”) by and between the following California nonprofit public benefit corporations, which may each be referred to herein as a “**Party**” or collectively as the “**Parties**” to this MOU: **Blue Ridge Academy, Mission Vista Academy, Granite Mountain Charter School, Triumph Academy, Heartland Charter School, Clarksville Charter School, Feather River Charter School, Cabrillo Point Charter School, The Cottonwood School, Lake View Charter School, Winship Community School, Pacific Coast Academy, Yosemite Valley Charter School and Monarch River Academy.**

**WHEREAS, Triumph Academy operates Triumph Academy, Heartland Charter School operates Heartland Charter School, Clarksville Charter School operates Clarksville Charter School, Feather River Charter School operates Feather River Charter School, Cabrillo Point Charter School operates Cabrillo Point Charter School, The Cottonwood School operates The Cottonwood School, Lake View Charter School operates Lake View Charter School, Winship Community School operates Winship Community School, Yosemite Valley Charter School operates Yosemite Valley Charter School, Granite Mountain Charter School operates Granite Mountain Charter School, Blue Ridge Academy operates Blue Ridge Academy, Pacific Coast Academy operates Pacific Coast Academy, Mission Vista Academy operates Mission Vista Academy, Monarch River Academy operates Monarch River Academy, and Granite Mountain Charter School operates Granite Mountain Charter School (each a “**School**” or collectively the “**Schools**”);**

**WHEREAS, Schools are nonclassroom-based public charter schools using the same educational model dedicated to providing students with a flexible personalized learning experience that empowers families to tailor a program designed around the specific needs of each student.**

**WHEREAS, each School employs certificated teachers designated as having the responsibility for the general supervision of their students’ independent study pursuant to Education Code § 51747.5(a).**

**WHEREAS, Education Code § 51749.5(a)(3) authorizes nonclassroom-based charter schools, like the Schools, to enter into a memorandum of understanding for personnel services with other charter schools, school districts, or county offices of education whereby one charter school can lease its certificated teachers to provide instructional services to another charter school.**

**WHEREAS, the Schools’ respective education programs are geared towards sharing instructional staff because they have similar curricula and allow staff to instruct and supervise students from remote locations.**

**WHEREAS, the Schools desire to use the flexibility afforded under Education Code § 51749.5(a)(3) to share instructional personnel because this will further the Schools’ shared goal to successfully implement their education programs in an efficient and cost effective manner.**

**WHEREAS, it is the intent of the Parties to lease personnel amongst each other according to the terms and conditions set forth in this MOU.**

**NOW, THEREFORE, in consideration of their mutual promises set forth in this MOU, the Parties desire to, and hereby agree as follows:**

**1. Leased Employees.** During the term of this MOU, the Parties may lease credentialed general education teachers and other instructional support staff, such as special education staff, to perform

the Services (“Services”) set forth in Attachments A and B. The term “**Leased Employee**” shall refer to any employee leased between the Parties pursuant to this MOU.

**2. Lessor and Lessee Schools.** The Parties acknowledge each School may both (i) employ an individual who will provide educational services to another School; and (ii) receive educational services from an individual employed by another School. The term “**Lessor School**” refers to a School leasing its employee(s) to another School pursuant to the terms of the MOU. The term “**Lessee School**” refers to a School receiving instructional services from another School’s employee(s) pursuant to the terms of the MOU. Each Party may serve as a Lessor School and Lessee School under this MOU, and shall meet the obligations set forth in this MOU dependent on their role as a Lessor School and/or Lessee School.

a. **Assignment of Leased Employees.** Lessee School and Lessor School shall collaborate on determining which Leased Employees will be assigned to Lessee School. As Lessor School is the employer of its Leased Employees, Lessor School retains sole discretion in the assignment of Leased Employees. Lessee School is responsible for assigning its students to Leased Employees. Lessor School and Lessee School shall work together to appropriately memorialize Leased Employees under this MOU, including dates of service and numbers of students served.

**3. Fees.** The fees to be paid by Lessee School to Lessor School for the services provided by Leased Employees are calculated based on the specific services provided the staff:

a. **Attachment A: Personnel Leasing Calculated by Number of Students Served.** Lessor School shall lease credentialed teachers performing the functions described in Attachment A for a Lessee School. Lessee Schools shall be charged based on the number of students served by each Leased Employee. The amount charged per student is **\$291**.

b. **Attachment B: Personnel Leasing at a Flat Rate.** Instructional support staff performing the functions described in Attachment B shall be charged at a hourly rate. The costs for leasing these employees do not fluctuate based on the numbers of students served. The cost-per-personnel is equal to: **Attachment B**.

**4. Monthly Invoices.** Lessor School will provide an invoice to a Lessee School for the fees set forth in Section 3 of this MOU on a monthly basis. Lessee School shall pay invoices within thirty (30) days of receipt. Lessee School shall be provided access to reasonable backup documentation for such costs upon request.

**5. Lessor School Responsibilities:**

- a. Comply with all applicable federal and state statutes, laws and regulations.
- b. Lessor School shall ensure Leased Employees who serve as supervising teachers retain the credentials necessary to comply with Education Code §§ 47605(l) and 51747.5(a) and the Lessee School’s charter petition (“Charter Petition”). Lessor School shall also ensure Leased Employees have undergone a tuberculosis risk assessment and/or testing prior to commencing services to Lessee School to the extent required by the Charter Petition and applicable law.
- c. Lessor School shall ensure that all Leased Employees providing Services to the Lessee School under this MOU receive required training, including, but not limited to initial and annual training on mandated child abuse or neglect reporting.

d. Lessor School shall ensure that (i) all Leased Employees providing Services under this MOU have been cleared for employment through the Department of Justice in compliance with the Charter Petition and applicable law; and (ii) no Leased Employee has been convicted of a serious or violent felony (as defined by Penal Code § 667.5 and § 1192.7)

e. Lessor School agrees that it is the sole and exclusive employer of Leased Employees performing Services at a Lessee School under this MOU. Lessor School shall supervise and make all employment decisions with respect to its employees in its sole discretion, including all hiring, evaluation, termination, compensation and benefits decisions. Lessor School will be responsible for the supervision of its employees, subject to input from the Lessee School.

f. Lessor School may terminate the assignment of a Leased Employee from a Lessee School in its sole discretion. Lessor School shall endeavor to provide as much notice as practicable to the Lessee School before terminating the assignment of a Leased Employee.

#### **6. Lessee School Responsibilities:**

a. Comply with all applicable federal and state statutes, laws and regulations, including laws applicable to charter schools offering independent study.

b. Lessee School is responsible for ensuring the education program and curriculum complies with the Charter Petition. Lessee School shall provide technical assistance and other support to Leased Employees to help ensure the Services align with the Charter Petition.

c. Lessee School shall have the right to supervise Leased Employees' activities while they are on assignment to Lessee School to ensure they are meeting their performance obligations. In addition to any obligations set forth by Lessor School as their employer, while performing Services to support Lessee School, Leased Employees shall abide by and be subject to applicable policies and procedures adopted by Lessee School.

d. With Lessor School's permission, Lessee School may participate with Lessor School in the hiring, evaluation, compensation, and discipline decisions concerning Leased Employees. Lessee School may unilaterally, upon providing written notice to Lessor School, remove a Leased Employee assigned to Lessee School. Upon providing such notice, Lessee School may collaborate with Lessor School (or another School) to assign a different Leased Employee to support the Lessee School as necessary.

e. Lessee School shall make available to Lessor School, in a timely manner, all data, files, documentation, or other information necessary or appropriate for the performance of the Services. Lessee School will be responsible for, and Lessor School shall be entitled to rely upon, the content, accuracy, completeness, and consistency of all such data, materials, and information.

f. Provide to Lessor School, in writing, copies of any school-specific rules and or regulations applicable to Lessor School while providing services to Lessee School.

g. Lessee School shall provide a safe working area for Leased Employees when necessary for Leased Employees to be on a Lessee School location.

h. Provide feedback to Lessor School regarding Leased Employees' performance.

#### **7. Relationship Between Lessor and Lessee Schools.**

a. Leased Employees are, and shall remain, the employees of the Lessor School, and shall be subject to the ultimate direction and control of Lessor School and its governing board, officers, and other representatives. The termination of this MOU shall not terminate the employment relationship of any Leased Employee with Lessor School. Nothing in this MOU shall confer upon any Party any rights or remedies, including any right to employment, as an employee of any other Party.

b. Lessor School shall have full and sole legal control over and responsibility for payment of all compensation and benefits to Leased Employees, including retirement benefit system contributions (e.g., STRS, as applicable), as well as the full and sole responsibility for ensuring compliance with any and all applicable state and federal income tax withholding, state and federal unemployment and disability insurance withholding and contributions, wage and hour obligations, social security tax withholding and contributions, and other applicable employment law requirements. Assuming Lessor School participates in CalSTRS, the Parties acknowledge Leased Employees are employees of the Lessor School for CalSTRS purposes.

c. Lessor School shall each be responsible for its compliance with workers' compensation coverage obligations, wage and hour obligations, and any other applicable federal or state employment laws. Pursuant to Labor Code section 3602, Lessor School agrees to retain workers' compensation coverage for all Leased Employees for the duration of their support to as Lessee School. Lessor School shall ensure the Leased Employees have proper and necessary insurance coverage when working for Lessee School and shall provide evidence of such coverage to the Lessee School upon request.

**8. Term and Termination.** The term of this MOU commences on July 1, 2019 and continues through June 30, 2020, and shall then automatically renew for consecutive one (1) year terms, unless and until earlier terminated as set forth in subsection (a) herein and subject to any amendments pursuant to Section 9 herein.

a. ***Termination Without Cause.*** Any Party may terminate its participation in this MOU for any reason upon sixty (60) days' written notice to all Parties. Termination of participation by any Party(ies) shall not terminate the MOU as to any other Party, nor relieve the terminating Party(ies) of any obligations incurred prior to the effective date of such termination. Following termination of a Party's participation in the MOU, (i) the terminating Party shall pay Lessor School(s) any unpaid portion of fees owed through the effective date of termination; and (ii) the other Party(ies) shall pay the terminating Party (if it served as a Lessor School) for Services provided before the effective termination.

**9. Amendments.** This MOU may be amended as follows:

a. ***Changes in the Law.*** In the event that any new enactment, repeal, or change of any federal, state, or local law, regulation, interpretation of law or regulation by an authorizer or regulator, or court or administrative decision or order materially affects the performance of any of the Parties in conformity with this MOU, the Parties shall promptly commence negotiations in good faith regarding a mutually agreeable approach (including without limitation, an amendment to the MOU) to address the changes. If, despite such good faith negotiations, the Parties are unable to agree upon an acceptable approach, the MOU shall terminate for all Parties without further obligation or liability among the Parties, upon any Party's sixty (60) days' written notice to the other Parties, or in such lesser time as is reasonable under the circumstances. If termination occurs for reasons set forth in this subsection, Parties are responsible for paying fees as set forth in Section 8(a).

a. ***Mutual Agreement.*** The Parties may amend this MOU with mutual written consent of all Parties.

**10. Work Product; Intellectual Property.** Any work product that is created by Lessor School, including by any Leased Employee, in the context of providing Services shall be the property of that Lessor School. Any intellectual property owned by a Lessee School and used by a Lessor School related to the Services shall remain the property of that Lessee School. Similarly, any intellectual property owned or created by a Lessor School, including by any of the Leased Employees, that is utilized as part of providing the Services shall remain the property of Lessor School. No Party shall have the right to grant a license, sublicense, or any other use or rights to the property of another Party. Upon termination or expiration of this MOU, the property of each Party in the possession of any other Party shall be returned and/or destroyed.

**11. Confidentiality.** Each Party acknowledges that during the term of this MOU, it may have access to certain Confidential Information of the other Party(ies), as defined below. Each Party shall maintain and enforce reasonable administrative, technical, and physical safeguards to reasonably protect the confidentiality of the other Parties' Confidential Information.

a. **"Confidential Information"** means non-public information marked either "confidential" or "proprietary," or that otherwise should be understood by a reasonable person to be confidential in nature. Confidential Information may include but is not limited to trade secrets, policies, procedures, student education records, intellectual property, business or strategic plans, contractual arrangements or negotiations, financial information and employee information. Confidential Information does not include any information which (i) is rightfully known to the recipient prior to its disclosure; (ii) is released to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by the recipient without use of or reliance on Confidential Information; (iv) is or later becomes publicly available without violation of this MOU or may be lawfully obtained by a Party from a non-party; or (v) which is a public record under California law.

b. If disclosure of Confidential Information is requested pursuant to law, statute, rule or regulation (including a subpoena, a request made to a School under the California Public Records Act, or other similar form of process), the Party to which the request for disclosure is made shall (other than in connection with routine supervisory examinations by regulatory authorities with jurisdiction and without breaching any legal or regulatory requirement) provide the applicable Party(ies) with prior prompt written notice thereof to the extent practicable, and if practicable under the circumstances, shall allow the applicable Party(ies) to seek a restraining order or other appropriate relief.

c. Upon the termination or expiration of this MOU, Confidential Information of each Party in the possession of the other Party shall be returned and/or destroyed.

**12. Student Information.** Each Party is responsible for its compliance with the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) ("**FERPA**") and other applicable state and federal laws pertaining to student information and privacy.

a. To the extent necessary, the Lessor School shall be designated as having a legitimate educational interest in accessing a Lessee School's student education records, as that term is defined by and for purposes of FERPA, thereby allowing Lessor School to access personally identifiable information from student education records from the Lessee School as part of its performance of the Services. For purposes of this MOU, the term "personally identifiable information" ("**PII**") means any information that can be used on its own or with other information to (i) distinguish one person from another, (ii) identify, contact, or locate a single person, or (iii) de-anonymize anonymous data.

b. Lessor School shall not use or disclose pupil records, including PII, received from or on behalf of another School except as necessary with respect to the performance of the Services, as

required by law, or as otherwise authorized in writing by the applicable Lessee School. Lessor School shall protect the student education records it receives from or on behalf of another School no less rigorously than it protects its own student education records. In the event of an unauthorized disclosure of PII, Lessor School shall notify the affected Lessee School(s) as soon as practicable, and shall, upon the affected Lessee School(s)'s request, notify affected parents, legal guardians and eligible pupils using reasonably available technological means such as electronic mail.

**13. Insurance.** Each Party shall maintain customary and reasonable insurance coverage necessary for performance of the Services, including professional liability for errors or omissions and/or directors and officers coverages, comprehensive general liability coverage, and automobile liability coverage. Each Party shall be responsible for obtaining and maintaining workers' compensation coverage and unemployment insurance for its employees.

**14. Liability.** Each Party shall be and remain responsible for its own debts and obligations. Nothing in this MOU shall be construed as imposing on a Party any liability arising out of the operations of any other Party, except as such liability may result from the performance of the first Party's obligations under this MOU.

**15. Indemnification.** Each Party shall defend, indemnify, and hold the other Parties, and their employees, officers, directors, and agents, free and harmless against any liability, loss, claims, demands, damages, expenses, and costs (including attorneys' fees, expert witness fees, and other costs of litigation or other proceedings) of every kind or nature arising in any manner out of the performance of its obligations under this MOU, except for such loss or damage caused solely by the negligence or willful misconduct of another Party. Each Leased Employee shall be under the immediate supervision and control of the Lessee School when providing Services for that Lessee School. Therefore, the Lessee School shall defend, indemnify, and hold the other Parties, and their employees, officers, directors, and agents, free and harmless against any liability, loss, claims, demands, damages, expenses, and costs (including attorneys' fees, expert witness fees, and other costs of litigation or other proceedings) of every kind or nature arising in any manner out of the performance of a Leased Employee providing Services to a Lessee School, except for such loss or damage caused solely by the negligence or willful misconduct of another Party.

**16. Assignment.** No Party shall assign this MOU, any interest in this MOU, or its rights or obligations under this MOU without the express prior written consent of the other Parties. This MOU shall be binding on, and shall inure to the benefit of, the Parties and their respective successors and assigns.

**17. Dispute Resolution.** The Parties shall attempt to negotiate in good faith to resolve any dispute arising from or relating to this MOU before resorting to litigation.

**18. Notice.** All notices, requests, demands, or other communications (collectively "**Notice**") given to or by the Parties under this MOU shall be in writing and shall be deemed to have been duly given on the date of receipt if transmitted by email or personally served on the Party(ies) to whom Notice is to be given, or seventy-two (72) hours after mailing by United States mail first class, registered or certified mail, postage prepaid, addressed to the Party(ies) to whom Notice is to be given, at the applicable address set forth below:

*See Attachment C*

**19. Headings.** The descriptive headings of the sections and/or paragraphs of this MOU are inserted for convenience only, are not part of this MOU, and do not in any way limit or amplify the terms or provisions of this MOU.

**20. Entire Agreement.** This MOU constitutes the entire agreement between the Parties with respect to the subject matter contained herein and supersedes all agreements, representations and understandings of the Parties with respect to such subject matter made or entered into prior to the date of this MOU.

**21. No Waiver.** No waiver of any provision of this MOU shall constitute, or be deemed to constitute, a waiver of any other provision, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

**22. Severability.** If any provision of this MOU is invalid or contravenes California law, such provision shall be deemed not to be a part of this MOU and shall not affect the validity or enforceability of its remaining provisions, unless such invalidity or unenforceability would defeat an essential purpose of this MOU.

**23. Governing Law.** This MOU shall be governed by and interpreted under California law.

**24. Authority to Contract.** Each Party warrants to the others that it has the authority to enter into this MOU, that it is a binding and enforceable obligation of said Party, and that the undersigned has been duly authorized to execute this MOU.

**25. Counterparts.** This MOU may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one instrument. A faxed, .pdf, or other electronic copy of the fully executed original version of this MOU shall have the same legal effect as an executed original for all purposes.

**IN WITNESS WHEREOF,** the Parties execute this MOU as of the Effective Date above.

**Blue Ridge Academy,** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Lake View Charter School,** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Winship Community School,** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Pacific Coast Academy,** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**[INSERT]**  
benefit cor

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: Mar

**Monarch River Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Mission Vista Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: February \_\_\_\_, 2019

**Heartland Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: February \_\_\_\_, 2019

**Clarksville Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Cabrillo Point Academy (South)**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Granite Mountain Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
By: \_\_\_\_\_  
Date: March \_\_\_\_, 2019  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Triumph Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Yosemite Valley Charter School (Central)** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**Feather River Charter School (North)**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**The Cottonwood School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: March \_\_\_\_, 2019

**[INSERT]**  
benefit cor

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: Mar

**ATTACHMENT A**  
**DESCRIPTION OF LEASED EMPLOYEE SERVICES**

Position	Teacher
Description of Services	<p>Teachers plan and provide appropriate learning experiences for students at the Lessee School. Duties and responsibilities include, but are not limited, to:</p> <ul style="list-style-type: none"> <li>• Maintaining appropriate teaching credentials.</li> <li>• Providing direct and indirect instruction to Lessee School students.</li> <li>• Ensure that prior to commencing instruction to Lessee School students, such students have an independent study agreement that is complete as to all of its terms, signed by necessary parties and dated.</li> <li>• Long and short-term planning addressing individual needs of students.</li> <li>• Evaluating students' progress.</li> <li>• Support in accessing and obtaining necessary educational items and services.</li> <li>• Teaching an individualized approach per the Charter Petition.</li> <li>• Providing an inviting, exciting, and innovative learning environment to Students.</li> <li>• Preparing written reports (e.g., work product review) accurately and submitting reports in a timely manner.</li> <li>• Serving as advisors to students.</li> </ul>

	Salary	Payroll Taxes	STRS	403B	Worker's Comp	Medical	Total	Student Count	Cost per Student	Monthly Student Cost
Teachers	\$ 60,000	\$ 7,050	\$ 6,197	\$ 1,200	\$ 900	\$ 6,000	\$ 81,347	28	\$ 2,905.24	\$ 290.52

**ATTACHMENT B**  
**LIST OF LEASED EMPLOYEE SERVICES**

	Salary	Payroll Taxes	STRS	403B	Worker's Comp	Medical	Total	Hourly Rate Charged
504 Coordinators	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Student Support Coordinator SST	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Intervention Coordinator/Math	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Intervention Coordinator/Reading	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Online Intervention Coordinator	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Speech Team	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Program Specialists	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Support School Nurse	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Program Specialist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Mental Health Psychologist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
MH/Assessment Team School Psych	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
School Psychologist	\$ 85,000	\$ 9,988	\$ 8,779	\$ 1,700	\$ 1,275	\$ 8,500	\$ 115,241	\$ 93.69
Speech-Language Pathologist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Occupational Therapist	\$ 78,000	\$ 9,165	\$ 8,056	\$ 1,560	\$ 1,170	\$ 7,800	\$ 105,751	\$ 85.98
School Nurse	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Senior Director of Special Education	\$ 195,000	\$ 22,913	\$ 20,140	\$ 3,900	\$ 2,925	\$ 19,500	\$ 264,377	\$ 127.10
Regional Director of Special Education	\$ 135,000	\$ 15,863	\$ 13,943	\$ 2,700	\$ 2,025	\$ 13,500	\$ 183,030	\$ 88.00
Director of Special Education Assessment, Account	\$ 140,000	\$ 16,450	\$ 14,459	\$ 2,800	\$ 2,100	\$ 14,000	\$ 189,809	\$ 91.25
Assistant Director of Special Education	\$ 110,000	\$ 12,925	\$ 11,361	\$ 2,200	\$ 1,650	\$ 11,000	\$ 149,136	\$ 71.70
Education Specialist/Case Manager	\$ 64,800	\$ 7,614	\$ 6,693	\$ 1,296	\$ 972	\$ 6,480	\$ 87,855	\$ 71.43
Speech Pathologist	\$ 82,000	\$ 9,635	\$ 8,469	\$ 1,640	\$ 1,230	\$ 8,200	\$ 111,174	\$ 90.39
Paraprofessional	\$ 42,400	\$ 4,982	\$ 4,379	\$ 848	\$ 636	\$ 4,240	\$ 57,485	\$ 33.16
Assistive Technology Coordinator	\$ 47,000	\$ 5,523	\$ 4,854	\$ 940	\$ 705	\$ 4,700	\$ 63,722	\$ 36.76
Regional Student Records Coordinator	\$ 35,000	\$ 4,113	\$ 3,615	\$ 700	\$ 525	\$ 3,500	\$ 47,452	\$ 22.81
Lead SpEd Student Records Coordinator	\$ 56,000	\$ 6,580	\$ 5,784	\$ 1,120	\$ 840	\$ 5,600	\$ 75,924	\$ 36.50
Lead Services Coordinator	\$ 47,000	\$ 5,523	\$ 4,854	\$ 940	\$ 705	\$ 4,700	\$ 63,722	\$ 30.64
Regional SEIS Coordinator	\$ 50,000	\$ 5,875	\$ 5,164	\$ 1,000	\$ 750	\$ 5,000	\$ 67,789	\$ 32.59
Regional Services Coordinator	\$ 36,500	\$ 4,289	\$ 3,770	\$ 730	\$ 548	\$ 3,650	\$ 49,486	\$ 23.79
Administrative Support Specialist	\$ 36,500	\$ 4,289	\$ 3,770	\$ 730	\$ 548	\$ 3,650	\$ 49,486	\$ 23.79
Lead Assessment Coordinator	\$ 63,250	\$ 7,432	\$ 6,532	\$ 1,265	\$ 949	\$ 6,325	\$ 85,753	\$ 41.23
Assessment Team Coordinator	\$ 59,750	\$ 7,021	\$ 6,171	\$ 1,195	\$ 896	\$ 5,975	\$ 81,008	\$ 38.95
Regional Assessment Team Coordinator	\$ 40,600	\$ 4,771	\$ 4,193	\$ 812	\$ 609	\$ 4,060	\$ 55,045	\$ 26.46
Transition Job Coach	\$ 38,500	\$ 4,524	\$ 3,976	\$ 770	\$ 578	\$ 3,850	\$ 52,198	\$ 30.11
HQT's	\$ 60,000	\$ 7,050	\$ 6,197	\$ 1,200	\$ 900	\$ 6,000	\$ 81,347	\$ 46.93
EL Support Coordinators	\$ 67,975	\$ 7,987	\$ 7,020	\$ 1,360	\$ 1,020	\$ 6,798	\$ 92,159	\$ 74.93
High School Content Specialists	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$ 82.67
Director of Student Achievement	\$ 205,000	\$ 24,088	\$ 21,172	\$ 4,100	\$ 3,075	\$ 20,500	\$ 277,935	\$ 133.62
Director of Secondary Services	\$ 175,000	\$ 20,563	\$ 18,074	\$ 3,500	\$ 2,625	\$ 17,500	\$ 237,262	\$ 114.07
Director of Curriculum	\$ 165,000	\$ 19,388	\$ 17,041	\$ 3,300	\$ 2,475	\$ 16,500	\$ 223,704	\$ 107.55
Senior Director of Student Support	\$ 145,000	\$ 17,038	\$ 14,976	\$ 2,900	\$ 2,175	\$ 14,500	\$ 196,588	\$ 94.51
Director of Intervention	\$ 110,000	\$ 12,925	\$ 11,361	\$ 2,200	\$ 1,650	\$ 11,000	\$ 149,136	\$ 71.70
Assistant Director of SPED Transition	\$ 110,000	\$ 12,925	\$ 11,361	\$ 2,200	\$ 1,650	\$ 11,000	\$ 149,136	\$ 71.70
High School Counselors	\$ 64,362	\$ 7,562	\$ 6,647	\$ 1,287	\$ 965	\$ 6,436	\$ 87,260	\$ 70.94
Assessment Intake Specialist	\$ 40,300	\$ 4,735	\$ 4,162	\$ 806	\$ 605	\$ 4,030	\$ 54,638	\$ 26.27

**ATTACHMENT C  
ADDRESSES OF NOTICE**

Party #1	Blue Ridge Academy (Kern) 955 Stanislaus St., Maricopa, CA 93252-9779
Party #2	Granite Mountain Charter School 8560 Aliento Rd., Lucerne Valley, CA 92356-8133
Party #3	Triumph Academy 8560 Aliento Rd., Lucerne Valley, CA 92356-8133
Party #4	Heartland Charter School 955 Stanislaus St., Maricopa, CA 93252-9779
Party #5	Clarksville Charter School 5049 Robert J. Mathews Pkwy, El Dorado Hills, CA 95762-5752
Party #6	Feather River Charter School (North) 17451 Pepper St, Robbins, CA 95676
Party #7	Cabrillo Point Academy (South) 4612 Dehesa Rd., El Cajon, CA 92019-2922
Party #8	The Cottonwood School 7006 Rossmore Lane, El Dorado Hills, CA 95762
Party #9	Lake View Charter School 4672 County Road N, Orland, CA 95963-8103
Party #10	Winship Community School 4305 South Meridian Rd., Meridian, CA 95957-9647
Party #11	Pacific Coast Academy 4612 Dehesa Rd., El Cajon, CA 92019-2922
Party #12	Yosemite Valley Charter School (Central) 1781 East Fir Ave., Ste. #101, Fresno, CA 93720-3840
Party #13	Monarch River Academy 2293 East Crabtree Ave., Porterville, CA 93257-5225
Party #14	Mission Vista Academy 1440 Beaumont Avenue, Suite A2 #412, Beaumont, CA 92223

## MEMORANDUM OF UNDERSTANDING FOR PERSONNEL SERVICES

This Memorandum of Understanding for Personnel Services (“**MOU**”) is entered into as of July 1, 2019 (“**Effective Date**”) by and between the following California nonprofit public benefit corporations, which may each be referred to herein as a “**Party**” or collectively as the “**Parties**” to this MOU: **Blue Ridge Academy, Mission Vista Academy, Granite Mountain Charter School, Triumph Academy, Heartland Charter School, Clarksville Charter School, Feather River Charter School, Cabrillo Point Charter School, The Cottonwood School, Lake View Charter School, Winship Community School, Pacific Coast Academy, Yosemite Valley Charter School and Monarch River Academy.**

**WHEREAS, Triumph Academy operates Triumph Academy, Heartland Charter School operates Heartland Charter School, Clarksville Charter School operates Clarksville Charter School, Feather River Charter School operates Feather River Charter School, Cabrillo Point Charter School operates Cabrillo Point Charter School, The Cottonwood School operates The Cottonwood School, Lake View Charter School operates Lake View Charter School, Winship Community School operates Winship Community School, Yosemite Valley Charter School operates Yosemite Valley Charter School, Granite Mountain Charter School operates Granite Mountain Charter School, Blue Ridge Academy operates Blue Ridge Academy, Mission Vista Academy operates Mission Vista Academy, Monarch River Academy operates Monarch River Academy, and Granite Mountain Charter School operates Granite Mountain Charter School (each a “**School**” or collectively the “**Schools**”);**

**WHEREAS, Schools are nonclassroom-based public charter schools using the same educational model dedicated to providing students with a flexible personalized learning experience that empowers families to tailor a program designed around the specific needs of each student.**

**WHEREAS, each School employs certificated teachers designated as having the responsibility for the general supervision of their students’ independent study pursuant to Education Code § 51747.5(a).**

**WHEREAS, Education Code § 51749.5(a)(3) authorizes nonclassroom-based charter schools, like the Schools, to enter into a memorandum of understanding for personnel services with other charter schools, school districts, or county offices of education whereby one charter school can lease its certificated teachers to provide instructional services to another charter school.**

**WHEREAS, the Schools’ respective education programs are geared towards sharing instructional staff because they have similar curricula and allow staff to instruct and supervise students from remote locations.**

**WHEREAS, the Schools desire to use the flexibility afforded under Education Code § 51749.5(a)(3) to share instructional personnel because this will further the Schools’ shared goal to successfully implement their education programs in an efficient and cost effective manner.**

**WHEREAS, it is the intent of the Parties to lease personnel amongst each other according to the terms and conditions set forth in this MOU.**

**NOW, THEREFORE, in consideration of their mutual promises set forth in this MOU, the Parties desire to, and hereby agree as follows:**

**1. Leased Employees.** During the term of this MOU, the Parties may lease credentialed general education teachers and other instructional support staff, such as special education staff, to perform the Services (“**Services**”) set forth in Attachments A and B. The term “**Leased Employee**” shall refer to

any employee leased between the Parties pursuant to this MOU.

**2. Lessor and Lessee Schools.** The Parties acknowledge each School may both (i) employ an individual who will provide educational services to another School; and (ii) receive educational services from an individual employed by another School. The term “***Lessor School***” refers to a School leasing its employee(s) to another School pursuant to the terms of the MOU. The term “***Lessee School***” refers to a School receiving instructional services from another School’s employee(s) pursuant to the terms of the MOU. Each Party may serve as a Lessor School and Lessee School under this MOU, and shall meet the obligations set forth in this MOU dependent on their role as a Lessor School and/or Lessee School.

a. ***Assignment of Leased Employees.*** Lessee School and Lessor School shall collaborate on determining which Leased Employees will be assigned to Lessee School. As Lessor School is the employer of its Leased Employees, Lessor School retains sole discretion in the assignment of Leased Employees. Lessee School is responsible for assigning its students to Leased Employees. Lessor School and Lessee School shall work together to appropriately memorialize Leased Employees under this MOU, including dates of service and numbers of students served.

**3. Fees.** The fees to be paid by Lessee School to Lessor School for the services provided by Leased Employees are calculated based on the specific services provided the staff:

a. ***Attachment A: Personnel Leasing Calculated by Number of Students Served.*** Lessor School shall lease credentialed teachers performing the functions described in Attachment A for a Lessee School. Lessee Schools shall be charged based on the number of students served by each Leased Employee. The amount charged per student is **\$291**.

b. ***Attachment B: Personnel Leasing at a Flat Rate.*** Instructional support staff performing the functions described in Attachment B shall be charged at a hourly rate. The costs for leasing these employees do not fluctuate based on the numbers of students served. The cost-per-personnel is equal to: **Attachment B**.

**4. Monthly Invoices.** Lessor School will provide an invoice to a Lessee School for the fees set forth in Section 3 of this MOU on a monthly basis. Lessee School shall pay invoices within thirty (30) days of receipt. Lessee School shall be provided access to reasonable backup documentation for such costs upon request.

**5. Lessor School Responsibilities:**

- a. Comply with all applicable federal and state statutes, laws and regulations.
- b. Lessor School shall ensure Leased Employees who serve as supervising teachers retain the credentials necessary to comply with Education Code §§ 47605(l) and 51747.5(a) and the Lessee School’s charter petition (“Charter Petition”). Lessor School shall also ensure Leased Employees have undergone a tuberculosis risk assessment and/or testing prior to commencing services to Lessee School to the extent required by the Charter Petition and applicable law.
- c. Lessor School shall ensure that all Leased Employees providing Services to the Lessee School under this MOU receive required training, including, but not limited to initial and annual training on mandated child abuse or neglect reporting.

d. Lessor School shall ensure that (i) all Leased Employees providing Services under this MOU have been cleared for employment through the Department of Justice in compliance with the Charter Petition and applicable law; and (ii) no Leased Employee has been convicted of a serious or violent felony (as defined by Penal Code § 667.5 and § 1192.7)

e. Lessor School agrees that it is the sole and exclusive employer of Leased Employees performing Services at a Lessee School under this MOU. Lessor School shall supervise and make all employment decisions with respect to its employees in its sole discretion, including all hiring, evaluation, termination, compensation and benefits decisions. Lessor School will be responsible for the supervision of its employees, subject to input from the Lessee School.

f. Lessor School may terminate the assignment of a Leased Employee from a Lessee School in its sole discretion. Lessor School shall endeavor to provide as much notice as practicable to the Lessee School before terminating the assignment of a Leased Employee.

#### **6. Lessee School Responsibilities:**

a. Comply with all applicable federal and state statutes, laws and regulations, including laws applicable to charter schools offering independent study.

b. Lessee School is responsible for ensuring the education program and curriculum complies with the Charter Petition. Lessee School shall provide technical assistance and other support to Leased Employees to help ensure the Services align with the Charter Petition.

c. Lessee School shall have the right to supervise Leased Employees' activities while they are on assignment to Lessee School to ensure they are meeting their performance obligations. In addition to any obligations set forth by Lessor School as their employer, while performing Services to support Lessee School, Leased Employees shall abide by and be subject to applicable policies and procedures adopted by Lessee School.

d. With Lessor School's permission, Lessee School may participate with Lessor School in the hiring, evaluation, compensation, and discipline decisions concerning Leased Employees. Lessee School may unilaterally, upon providing written notice to Lessor School, remove a Leased Employee assigned to Lessee School. Upon providing such notice, Lessee School may collaborate with Lessor School (or another School) to assign a different Leased Employee to support the Lessee School as necessary.

e. Lessee School shall make available to Lessor School, in a timely manner, all data, files, documentation, or other information necessary or appropriate for the performance of the Services. Lessee School will be responsible for, and Lessor School shall be entitled to rely upon, the content, accuracy, completeness, and consistency of all such data, materials, and information.

f. Provide to Lessor School, in writing, copies of any school-specific rules and or regulations applicable to Lessor School while providing services to Lessee School.

g. Lessee School shall provide a safe working area for Leased Employees when necessary for Leased Employees to be on a Lessee School location.

h. Provide feedback to Lessor School regarding Leased Employees' performance.

#### **7. Relationship Between Lessor and Lessee Schools.**

a. Leased Employees are, and shall remain, the employees of the Lessor School, and shall be subject to the ultimate direction and control of Lessor School and its governing board, officers, and other representatives. The termination of this MOU shall not terminate the employment relationship of any Leased Employee with Lessor School. Nothing in this MOU shall confer upon any Party any rights or remedies, including any right to employment, as an employee of any other Party.

b. Lessor School shall have full and sole legal control over and responsibility for payment of all compensation and benefits to Leased Employees, including retirement benefit system contributions (e.g., STRS, as applicable), as well as the full and sole responsibility for ensuring compliance with any and all applicable state and federal income tax withholding, state and federal unemployment and disability insurance withholding and contributions, wage and hour obligations, social security tax withholding and contributions, and other applicable employment law requirements. Assuming Lessor School participates in CalSTRS, the Parties acknowledge Leased Employees are employees of the Lessor School for CalSTRS purposes.

c. Lessor School shall each be responsible for its compliance with workers' compensation coverage obligations, wage and hour obligations, and any other applicable federal or state employment laws. Pursuant to Labor Code section 3602, Lessor School agrees to retain workers' compensation coverage for all Leased Employees for the duration of their support to as Lessee School. Lessor School shall ensure the Leased Employees have proper and necessary insurance coverage when working for Lessee School and shall provide evidence of such coverage to the Lessee School upon request.

**8. Term and Termination.** The term of this MOU commences on July 1, 2019 and continues through June 30, 2020, and shall then automatically renew for consecutive one (1) year terms, unless and until earlier terminated as set forth in subsection (a) herein and subject to any amendments pursuant to Section 9 herein.

a. ***Termination Without Cause.*** Any Party may terminate its participation in this MOU for any reason upon sixty (60) days' written notice to all Parties. Termination of participation by any Party(ies) shall not terminate the MOU as to any other Party, nor relieve the terminating Party(ies) of any obligations incurred prior to the effective date of such termination. Following termination of a Party's participation in the MOU, (i) the terminating Party shall pay Lessor School(s) any unpaid portion of fees owed through the effective date of termination; and (ii) the other Party(ies) shall pay the terminating Party (if it served as a Lessor School) for Services provided before the effective termination.

**9. Amendments.** This MOU may be amended as follows:

a. ***Changes in the Law.*** In the event that any new enactment, repeal, or change of any federal, state, or local law, regulation, interpretation of law or regulation by an authorizer or regulator, or court or administrative decision or order materially affects the performance of any of the Parties in conformity with this MOU, the Parties shall promptly commence negotiations in good faith regarding a mutually agreeable approach (including without limitation, an amendment to the MOU) to address the changes. If, despite such good faith negotiations, the Parties are unable to agree upon an acceptable approach, the MOU shall terminate for all Parties without further obligation or liability among the Parties, upon any Party's sixty (60) days' written notice to the other Parties, or in such lesser time as is reasonable under the circumstances. If termination occurs for reasons set forth in this subsection, Parties are responsible for paying fees as set forth in Section 8(a).

a. ***Mutual Agreement.*** The Parties may amend this MOU with mutual written consent of all Parties.

**10. Work Product; Intellectual Property.** Any work product that is created by Lessor School, including by any Leased Employee, in the context of providing Services shall be the property of that Lessor School. Any intellectual property owned by a Lessee School and used by a Lessor School related to the Services shall remain the property of that Lessee School. Similarly, any intellectual property owned or created by a Lessor School, including by any of the Leased Employees, that is utilized as part of providing the Services shall remain the property of Lessor School. No Party shall have the right to grant a license, sublicense, or any other use or rights to the property of another Party. Upon termination or expiration of this MOU, the property of each Party in the possession of any other Party shall be returned and/or destroyed.

**11. Confidentiality.** Each Party acknowledges that during the term of this MOU, it may have access to certain Confidential Information of the other Party(ies), as defined below. Each Party shall maintain and enforce reasonable administrative, technical, and physical safeguards to reasonably protect the confidentiality of the other Parties' Confidential Information.

a. **"Confidential Information"** means non-public information marked either "confidential" or "proprietary," or that otherwise should be understood by a reasonable person to be confidential in nature. Confidential Information may include but is not limited to trade secrets, policies, procedures, student education records, intellectual property, business or strategic plans, contractual arrangements or negotiations, financial information and employee information. Confidential Information does not include any information which (i) is rightfully known to the recipient prior to its disclosure; (ii) is released to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by the recipient without use of or reliance on Confidential Information; (iv) is or later becomes publicly available without violation of this MOU or may be lawfully obtained by a Party from a non-party; or (v) which is a public record under California law.

b. If disclosure of Confidential Information is requested pursuant to law, statute, rule or regulation (including a subpoena, a request made to a School under the California Public Records Act, or other similar form of process), the Party to which the request for disclosure is made shall (other than in connection with routine supervisory examinations by regulatory authorities with jurisdiction and without breaching any legal or regulatory requirement) provide the applicable Party(ies) with prior prompt written notice thereof to the extent practicable, and if practicable under the circumstances, shall allow the applicable Party(ies) to seek a restraining order or other appropriate relief.

c. Upon the termination or expiration of this MOU, Confidential Information of each Party in the possession of the other Party shall be returned and/or destroyed.

**12. Student Information.** Each Party is responsible for its compliance with the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) ("**FERPA**") and other applicable state and federal laws pertaining to student information and privacy.

a. To the extent necessary, the Lessor School shall be designated as having a legitimate educational interest in accessing a Lessee School's student education records, as that term is defined by and for purposes of FERPA, thereby allowing Lessor School to access personally identifiable information from student education records from the Lessee School as part of its performance of the Services. For purposes of this MOU, the term "personally identifiable information" ("**PII**") means any information that can be used on its own or with other information to (i) distinguish one person from another, (ii) identify, contact, or locate a single person, or (iii) de-anonymize anonymous data.

b. Lessor School shall not use or disclose pupil records, including PII, received from or on behalf of another School except as necessary with respect to the performance of the Services, as

required by law, or as otherwise authorized in writing by the applicable Lessee School. Lessor School shall protect the student education records it receives from or on behalf of another School no less rigorously than it protects its own student education records. In the event of an unauthorized disclosure of PII, Lessor School shall notify the affected Lessee School(s) as soon as practicable, and shall, upon the affected Lessee School(s)'s request, notify affected parents, legal guardians and eligible pupils using reasonably available technological means such as electronic mail.

**13. Insurance.** Each Party shall maintain customary and reasonable insurance coverage necessary for performance of the Services, including professional liability for errors or omissions and/or directors and officers coverages, comprehensive general liability coverage, and automobile liability coverage. Each Party shall be responsible for obtaining and maintaining workers' compensation coverage and unemployment insurance for its employees.

**14. Liability.** Each Party shall be and remain responsible for its own debts and obligations. Nothing in this MOU shall be construed as imposing on a Party any liability arising out of the operations of any other Party, except as such liability may result from the performance of the first Party's obligations under this MOU.

**15. Indemnification.** Each Party shall defend, indemnify, and hold the other Parties, and their employees, officers, directors, and agents, free and harmless against any liability, loss, claims, demands, damages, expenses, and costs (including attorneys' fees, expert witness fees, and other costs of litigation or other proceedings) of every kind or nature arising in any manner out of the performance of its obligations under this MOU, except for such loss or damage caused solely by the negligence or willful misconduct of another Party. Each Leased Employee shall be under the immediate supervision and control of the Lessee School when providing Services for that Lessee School. Therefore, the Lessee School shall defend, indemnify, and hold the other Parties, and their employees, officers, directors, and agents, free and harmless against any liability, loss, claims, demands, damages, expenses, and costs (including attorneys' fees, expert witness fees, and other costs of litigation or other proceedings) of every kind or nature arising in any manner out of the performance of a Leased Employee providing Services to a Lessee School, except for such loss or damage caused solely by the negligence or willful misconduct of another Party.

**16. Assignment.** No Party shall assign this MOU, any interest in this MOU, or its rights or obligations under this MOU without the express prior written consent of the other Parties. This MOU shall be binding on, and shall inure to the benefit of, the Parties and their respective successors and assigns.

**17. Dispute Resolution.** The Parties shall attempt to negotiate in good faith to resolve any dispute arising from or relating to this MOU before resorting to litigation.

**18. Notice.** All notices, requests, demands, or other communications (collectively "**Notice**") given to or by the Parties under this MOU shall be in writing and shall be deemed to have been duly given on the date of receipt if transmitted by email or personally served on the Party(ies) to whom Notice is to be given, or seventy-two (72) hours after mailing by United States mail first class, registered or certified mail, postage prepaid, addressed to the Party(ies) to whom Notice is to be given, at the applicable address set forth below:

*See Attachment C*

**19. Headings.** The descriptive headings of the sections and/or paragraphs of this MOU are inserted for convenience only, are not part of this MOU, and do not in any way limit or amplify the terms or provisions of this MOU.

**20. Entire Agreement.** This MOU constitutes the entire agreement between the Parties with respect to the subject matter contained herein and supersedes all agreements, representations and understandings of the Parties with respect to such subject matter made or entered into prior to the date of this MOU.

**21. No Waiver.** No waiver of any provision of this MOU shall constitute, or be deemed to constitute, a waiver of any other provision, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

**22. Severability.** If any provision of this MOU is invalid or contravenes California law, such provision shall be deemed not to be a part of this MOU and shall not affect the validity or enforceability of its remaining provisions, unless such invalidity or unenforceability would defeat an essential purpose of this MOU.

**23. Governing Law.** This MOU shall be governed by and interpreted under California law.

**24. Authority to Contract.** Each Party warrants to the others that it has the authority to enter into this MOU, that it is a binding and enforceable obligation of said Party, and that the undersigned has been duly authorized to execute this MOU.

**25. Counterparts.** This MOU may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one instrument. A faxed, .pdf, or other electronic copy of the fully executed original version of this MOU shall have the same legal effect as an executed original for all purposes.

**IN WITNESS WHEREOF,** the Parties execute this MOU as of the Effective Date above.

**Blue Ridge Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Lake View Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Winship Community School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Pacific Coast Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Monarch River Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Mission Vista Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Heartland Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Clarksville Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Cabrillo Point Academy (South)**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Granite Mountain Charter School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
By: \_\_\_\_\_  
Date: October \_\_\_\_, 2019  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Triumph Academy**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Yosemite Valley Charter School (Central)** a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**Feather River Charter School (North)**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**The Cottonwood School**, a California nonprofit public benefit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_  
Date: October \_\_\_\_, 2019

**ATTACHMENT A**  
**DESCRIPTION OF LEASED EMPLOYEE SERVICES**

Position	Teacher
Description of Services	<p>Teachers plan and provide appropriate learning experiences for students at the Lessee School. Duties and responsibilities include, but are not limited, to:</p> <ul style="list-style-type: none"> <li>• Maintaining appropriate teaching credentials.</li> <li>• Providing direct and indirect instruction to Lessee School students.</li> <li>• Ensure that prior to commencing instruction to Lessee School students, such students have an independent study agreement that is complete as to all of its terms, signed by necessary parties and dated.</li> <li>• Long and short-term planning addressing individual needs of students.</li> <li>• Evaluating students' progress.</li> <li>• Support in accessing and obtaining necessary educational items and services.</li> <li>• Teaching an individualized approach per the Charter Petition.</li> <li>• Providing an inviting, exciting, and innovative learning environment to Students.</li> <li>• Preparing written reports (e.g., work product review) accurately and submitting reports in a timely manner.</li> <li>• Serving as advisors to students.</li> </ul>

	Salary	Payroll Taxes	STRS	403B	Worker's Comp	Medical	Total	Student Count	Cost per Student	Monthly Student Cost
Teachers	\$ 60,000	\$ 7,050	\$ 6,197	\$ 1,200	\$ 900	\$ 6,000	\$ 81,347	28	\$ 2,905.24	\$ 290.52

**ATTACHMENT B**  
**LIST OF LEASED EMPLOYEE SERVICES**

	Salary	Payroll Taxes	STRS	403B	Worker's Comp	Medical	Total		Hourly Rate Charged
504 Coordinators	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684		
Student Support Coordinator SST	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Intervention Coordinator/Math	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Intervention Coordinator/Reading	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Online Intervention Coordinator	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Speech Team	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Program Specialists	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Support School Nurse	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Program Specialist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Mental Health Psychologist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
MH/Assessment Team School Psych	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
School Psychologist	\$ 85,000	\$ 9,988	\$ 8,779	\$ 1,700	\$ 1,275	\$ 8,500	\$ 115,241	\$	93.69
Speech-Language Pathologist	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Occupational Therapist	\$ 78,000	\$ 9,165	\$ 8,056	\$ 1,560	\$ 1,170	\$ 7,800	\$ 105,751	\$	85.98
School Nurse	\$ 75,000	\$ 8,813	\$ 7,746	\$ 1,500	\$ 1,125	\$ 7,500	\$ 101,684	\$	82.67
Senior Director of Special Education	\$ 195,000	\$ 22,913	\$ 20,140	\$ 3,900	\$ 2,925	\$ 19,500	\$ 264,377	\$	127.10
Regional Director of Special Education	\$ 135,000	\$ 15,863	\$ 13,943	\$ 2,700	\$ 2,025	\$ 13,500	\$ 183,030	\$	88.00
Director of Special Education Assessment,	\$ 140,000	\$ 16,450	\$ 14,459	\$ 2,800	\$ 2,100	\$ 14,000	\$ 189,809	\$	91.25
Assistant Director of Special Education	\$ 110,000	\$ 12,925	\$ 11,361	\$ 2,200	\$ 1,650	\$ 11,000	\$ 149,136	\$	71.70
Education Specialist/Case Manager	\$ 64,800	\$ 7,614	\$ 6,693	\$ 1,296	\$ 972	\$ 6,480	\$ 87,855	\$	71.43
Speech Pathologist	\$ 82,000	\$ 9,635	\$ 8,469	\$ 1,640	\$ 1,230	\$ 8,200	\$ 111,174	\$	90.39
Paraprofessional	\$ 42,400	\$ 4,982	\$ 4,379	\$ 848	\$ 636	\$ 4,240	\$ 57,485	\$	33.16
Assistive Technology Coordinator	\$ 47,000	\$ 5,523	\$ 4,854	\$ 940	\$ 705	\$ 4,700	\$ 63,722	\$	36.76
Regional Student Records Coordinator	\$ 35,000	\$ 4,113	\$ 3,615	\$ 700	\$ 525	\$ 3,500	\$ 47,452	\$	22.81
Lead SpEd Student Records Coordinator	\$ 56,000	\$ 6,580	\$ 5,784	\$ 1,120	\$ 840	\$ 5,600	\$ 75,924	\$	36.50
Lead Services Coordinator	\$ 47,000	\$ 5,523	\$ 4,854	\$ 940	\$ 705	\$ 4,700	\$ 63,722	\$	30.64
Regional SEIS Coordinator	\$ 50,000	\$ 5,875	\$ 5,164	\$ 1,000	\$ 750	\$ 5,000	\$ 67,789	\$	32.59
Regional Services Coordinator	\$ 36,500	\$ 4,289	\$ 3,770	\$ 730	\$ 548	\$ 3,650	\$ 49,486	\$	23.79
Administrative Support Specialist	\$ 36,500	\$ 4,289	\$ 3,770	\$ 730	\$ 548	\$ 3,650	\$ 49,486	\$	23.79
Lead Assessment Coordinator	\$ 63,250	\$ 7,432	\$ 6,532	\$ 1,265	\$ 949	\$ 6,325	\$ 85,753	\$	41.23
Assessment Team Coordinator	\$ 59,750	\$ 7,021	\$ 6,171	\$ 1,195	\$ 896	\$ 5,975	\$ 81,008	\$	38.95
Regional Assessment Team Coordinator	\$ 40,600	\$ 4,771	\$ 4,193	\$ 812	\$ 609	\$ 4,060	\$ 55,045	\$	26.46
Transition Job Coach	\$ 38,500	\$ 4,524	\$ 3,976	\$ 770	\$ 578	\$ 3,850	\$ 52,198	\$	30.11
HQT's	\$ 60,000	\$ 7,050	\$ 6,197	\$ 1,200	\$ 900	\$ 6,000	\$ 81,347	\$	46.93
Assessment Intake Specialist	\$ 40,300	\$ 4,735	\$ 4,162	\$ 806	\$ 605	\$ 4,030	\$ 54,638	\$	26.27

**ATTACHMENT C  
ADDRESSES OF NOTICE**

Party #1	Blue Ridge Academy (Kern) 955 Stanislaus St., Maricopa, CA 93252-9779
Party #2	Granite Mountain Charter School 8560 Aliento Rd., Lucerne Valley, CA 92356-8133
Party #3	Triumph Academy 8560 Aliento Rd., Lucerne Valley, CA 92356-8133
Party #4	Heartland Charter School 955 Stanislaus St., Maricopa, CA 93252-9779
Party #5	Clarksville Charter School 5049 Robert J. Mathews Pkwy, El Dorado Hills, CA 95762-5752
Party #6	Feather River Charter School (North) 17451 Pepper St, Robbins, CA 95676
Party #7	Cabrillo Point Academy (South) 4612 Dehesa Rd., El Cajon, CA 92019-2922
Party #8	The Cottonwood School 7006 Rossmore Lane, El Dorado Hills, CA 95762
Party #9	Lake View Charter School 4672 County Road North, Orland, CA 95963-8103
Party #10	Winship Community School 4305 South Meridian Rd., Meridian, CA 95957-9647
Party #11	Pacific Coast Academy 4612 Dehesa Rd., El Cajon, CA 92019-2922
Party #12	Yosemite Valley Charter School (Central) 1781 East Fir Ave., Ste. #101, Fresno, CA 93720-3840
Party #13	Monarch River Academy 2293 East Crabtree Ave., Porterville, CA 93257-5225
Party #14	Mission Vista Academy 1440 Beaumont Avenue, Suite A2 #412, Beaumont, CA 92223



	TK-8			HS		
Enrollment Date Range	Total Fund Amount	Funds upon Enrollment	Funds Drop Dec 1.	Total Fund Amount	Funds upon Enrollment	Funds Drop Dec 1.
7/1-10/9	\$2,600.00	\$1,500.00	\$1,100.00	\$2,800.00	\$1,700.00	\$1,100.00
10/12-11/2	\$1,500.00	\$400.00	\$1,100.00	\$1,700.00	\$600.00	\$1,100.00
11/3-1/29	\$1,100.00	\$1,100.00	\$0.00	\$1,100.00	\$1,100.00	\$0.00
2/1-3/31	\$500.00	\$500.00	\$0.00	\$700.00	\$700.00	\$0.00




Aug 3	Teachers Back to Work
Aug 17	First Day of School for Students
Jan 8	End of Semester 1
Jan 15	Report Cards Due
May 25	Last Day of School
Jun 1	Report Cards Due

Sep 7	Labor Day
Nov 11	Veteran's Day
Nov 23-27	Thanksgiving Vacation
Dec 21-Jan 4	Winter Break
Jan 18	Martin Luther King, Jr. Day
Feb 12	Lincoln Day
Feb 15	Washington Day
Mar 29-Apr 5	Spring Break
May 31	Memorial Day

[illegible]

January 2021						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
February 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						
March 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
April 2021						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
May 2021						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
June 2021						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Teacher In Service Days  
Report Cards



Last Day of Semester 1  
First & Last Day of School

**Inspire Charter Schools**  
**July 1 2020 - June 2021 HST Teacher Table**

**C-Basis - 10 Month Calendar\***

<b>PAY SCALE GROUP</b>	<b>PAY SCALE LEVEL</b>									
<b>Points*</b>	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$58,240**	\$58,240**	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240
B ( + 14 points)	\$58,240**	\$58,240**	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$60,500
C ( + 28 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$59,860	\$63,000
D ( + 42 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$59,100	\$62,400	\$65,500
E ( + 56 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,300	\$62,400	\$64,600	\$68,000
F ( + 70 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$60,450	\$63,650	\$66,975	\$70,500
G ( + 84 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,240	\$59,475	\$62,600	\$65,875	\$69,350	\$73,000
H ( + 98 points)	\$58,240	\$58,240	\$58,240	\$58,240	\$58,400	\$62,400	\$64,750	\$68,150	\$71,750	\$75,500

**Additional Pay Scale Levels**

	11	12	13	14
(continued) H ( + 98 points)	\$78,000	\$80,500	\$83,000	\$85,500

H15	H20	H25	H30
\$88,000	\$90,500	\$93,000	\$95,000

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

\*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

\*\* Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

\*\*\*Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

**Inspire Charter Schools**  
**January 1, 2021- December 31, 2021 Preparation Salary**  
**Teacher Table**  
**B-Basis - 10 Month Calendar\***

<b>PAY SCALE GROUP</b>	<b>PAY SCALE LEVEL</b>									
<b>Points*</b>	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$58,240*	\$58,240**	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250
B ( + 14 points)	\$58,240**	\$58,240**	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$63,750
C ( + 28 points)	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$63,110	\$66,250
D ( + 42 points)	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$62,350	\$65,500	\$68,750
E ( + 56 points)	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$61,550	\$65,625	\$67,850	\$71,250
F ( + 70 points)	\$58,250	\$58,250	\$58,250	\$58,250	\$58,250	\$60,650	\$63,700	\$66,900	\$70,225	\$73,750
G ( + 84 points)	\$58,250	\$58,250	\$58,250	\$58,250	\$59,750	\$62,725	\$65,850	\$69,125	\$72,600	\$76,250
H ( + 98 points)	\$58,250	\$58,250	\$58,250	\$58,750	\$61,650	\$64,750	\$68,000	\$71,400	\$75,000	\$78,750

**Additional Pay Scale Levels**

	11	12	13	14
(continued) H ( + 98 points)	\$81,250	\$83,750	\$86,250	\$88,750

H15	H20	H25	H30
\$91,250	\$93,750	\$96,250	\$98,250

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

\*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

\*\* Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

\*\*\*Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

**Inspire Charter Schools**

**January 1, 2021 - December 31, 2021 Preparation Salary Teacher Table**

**Special Education Teacher / Nurse / \*Speech and Language Pathologist 10 Month Calendar\*\***

<b>PAY SCALE GROUP</b>	<b>PAY SCALE LEVEL</b>									
<b>Points*</b>	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$58,240	\$58,240	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950
B ( + 14 points)	\$558,240	\$58,860	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$65,945
C ( + 28 points)	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$65,247	\$68,670
D ( + 42 points)	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$64,419	\$67,853	\$71,395
E ( + 56 points)	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$63,547	\$67,989	\$70,414	\$74,120
F ( + 70 points)	\$59,950	\$59,950	\$59,950	\$59,950	\$59,950	\$62,566	\$65,891	\$69,379	\$73,003	\$76,845
G ( + 84 points)	\$59,950	\$59,950	\$59,950	\$59,950	\$61,585	\$64,828	\$68,234	\$71,804	\$75,592	\$79,570
H ( + 98 points)	\$59,950	\$59,950	\$59,950	\$60,495	\$63,656	\$67,035	\$70,578	\$74,284	\$78,208	\$82,295

**Additional Pay Scale Levels**

	11	12	13	14
(continued) H ( + 98 points)	\$85,020	\$87,745	\$90,470	\$93,195

H15	H20	H25	H30
\$95,920	\$98,645	\$101,370	\$103,550

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

\*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

\*\* Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

\*\*\*Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.



# Cottonwood Charter School

Fiscal Policies and Procedures

## INTRODUCTION

The Board of Directors of Cottonwood Charter School ("School") has reviewed and adopted the following Fiscal Policies and Procedures Guide ("Guide") to ensure the most effective use of the School's funds to support the School's mission and to ensure that the funds are budgeted, accounted for, expended, and maintained appropriately.

This Guide details the School's policies and procedures in a number of areas including Internal Controls, Legal Compliance, Conflict of Interest policies, as well as other financial and accounting procedures and protocols. This Guide is intended to align with the School's charter petition and any Memoranda of Understanding (MOU) with its authorizing entity. The various Chapters herein include, but are not limited to, the School's policies on authorized signers, use of credit cards, employee reimbursements, purchasing, interschool borrowing and lending, and payroll processing..

In developing this Guide, the School reviewed the Charter School Accounting and Best Practices Manual published by the California Fiscal Crisis and Management Assistance Team ("FCMAT"), as well as other relevant information and resources.

## DEFINITIONS

For purposes of this Guide, the following definitions apply:

"Business Office" shall mean Provenance, a nonprofit public benefit corporation doing business as Inspire District Office, which contracts to provide task-based back office services to the School.

"Principal", "Assistant Principal", and "School staff" or "School administration" shall mean those positions at the School.

"Chief Financial Officer" or "CFO", "Education Director", "Chief Operations Officer", and "accounts payable" shall mean those positions at the Business Office, which provide services to the School.

"Board of Directors" shall mean the School's governing body.

"Fiscal Committee" shall mean the fiscal committee, if any, of the School's governing body.

## KEY ROLES AND RESPONSIBILITIES

### Board of Directors / Fiscal Committee

The Board of Directors will be provided a presentation of the financial reports noted below that are listed in order from the beginning of the fiscal year. These reports will be prepared by the Business Office and School staff, approved by the Board of Directors at an open and public meeting, and submitted to the appropriate governmental agencies on or before the dates listed below.

1. Adopted Budget (submitted by July 1st)
2. Unaudited Actuals Report (submitted by September 15th)
3. Audited Financial Statements (submitted by December 15th)
4. First Interim Financial Report (submitted by December 15th)
5. Second Interim Financial Report (submitted by March 15th)
6. Form 990 tax return (submitted by May 15th with extension)

The Board of Directors, and/or a Fiscal Committee if created, is responsible for the following:

1. Overseeing the preparation of the annual budget and financial statements.
2. Overseeing the administration, collection, and disbursement of the School's financial resources, in addition to approving the related policies and procedures
3. Overseeing significant financial decisions, such as correcting or restructuring the School's financials and accounting procedures should fiscal problems arise
4. Overseeing the annual independent audit process, including engaging the independent auditor and reviewing all reports and management letters from the auditor
5. Overseeing the preparation and implementation of the governance policies referenced in the Form 990, including conflict of interest, document retention, whistle-blower, review of executive compensation, etc.

# CHAPTER 1

## Internal Controls

### Definition and Importance

Internal controls are the foundation of sound financial management. They include the policies and procedures that help provide reasonable assurance that the School is achieving its objectives and goals by doing the following:

- Ensuring that operations are effective and efficient.
- Safeguarding and preserving the organization's assets.
- Promoting successful events and fundraising ventures.
- Protecting against improper disbursements.
- Ensuring that unauthorized obligations are not incurred.
- Providing reliable financial information.
- Reducing the risk of, and promoting the detection of, fraud and abuse.
- Protecting employees and volunteers.
- Ensuring compliance with applicable laws and regulations.
- Ensuring accurate documenting of all transactions.

Internal controls include the segregation of duties according to functions so that one person is not handling a transaction from beginning to end. This is a critical part of a system of checks and balances. Functions that need to be segregated include the following:

- Initiating, authorizing or approving transactions.
- Executing transactions.
- Recording the transaction.
- Reconciling the transaction.
- Responsibility for the item resulting from the transaction.

To ensure proper internal controls, the duties of custody, recording, and reconciliation are kept separate. For example, if a School staff member were to collect cash, record activity (including receipts) in the financial system, prepare the deposit slip, and reconcile the bank account, with no one else involved in verifying these transactions, there would be a definite lack of internal control because there is no separation of duties. This is especially true if no one other than that School staff member reviews the bank statement and compares it to the original cash receipt documentation. This Guide sets out policies and procedures to ensure segregation of duties and avoid exposing the School to higher risk of potential cash skimming, delayed deposits, or other errors or irregularities.

## Role of Key Financial Staff (Segregation of Duties)

As set forth in more detail in the financial management policies herein, in general, School staff are responsible for initiating, authorizing, approving, and executing transactions, while the District Office is responsible for recording, reconciling, reporting, and reviewing transactions.

Internal controls are affected by the practices and attitudes of administrators. The goal of this Guide is to accomplish the following:

- School administration and the Business Office set a good example by following established policies and procedures
- School administrations ensures that all staff, volunteers and others associated with the School are informed about and follow established policies and procedures
- School, through the Business Office, provides continual assistance and training for all staff members involved in all aspects of cash management and fundraising
- School administration takes action when an infraction occurs

The basic components of internal controls, set forth in more detail in the financial management policies herein, include the following:

- Segregation of duties
- System of checks and balances
- Staff cross training
- Controlled use of pre-numbered documents, i.e. checks
- Asset security and restricted access
- Timely reconciliations
- Up-to-date inventory records
- Appropriate review and approval of transactions
- Comprehensive, up-to-date annual budget
- Expectation that all staff and the Business Office, including administrators, will follow all internal controls

To help ensure adequate internal controls, School has established, implemented and maintained these policies and procedures based on laws, regulations and sound business principles, and communicates them to those involved (e.g., School staff). It is essential that all employees, volunteers and students (when necessary) be aware of expectations regarding internal accounting controls. The Business Office provides training for all individuals who are expected to follow policies and carry out procedures; School staff will ensure that, wherever possible, more than one person is trained for each function (cross training).

The School's annual independent audit also serves to monitor whether School's policies and procedures are being followed in order to determine compliance with applicable state and federal regulations.

If problems with School's internal controls are identified through any means, the Business Office and School will work together to address such problems as soon as possible.

# CHAPTER 2

## Legal Compliance

The School will follow all the relevant laws and regulations that apply to California charter schools. Additionally, any applicable Federal laws and regulations that relate to grant funding received by School will be followed. The following are specific policies of the School:

### Political Contributions and Involvement

The School does not take any position regarding any political candidate. School officials do not make political endorsements in their official capacity, and the School does not make political contributions and/or endorse candidates. However, School officials are not prohibited from making endorsements privately.

Examples of prohibited political contributions, lobbying, and expenditures that support or oppose candidates for public office include, but are not limited to, the following:

- Contributions to political parties or political action committees
- Contributions to the campaigns of individual candidates for public office
- Expenditures to print or assist in printing any political materials
- Expenditures for political advertisements

School complies with all federal and state laws and regulations regarding political contributions, lobbying and expenditures. No federal funds, or assets obtained from federal funds, may be used for any political purposes.

### Record Keeping

To provide an accurate and auditable record of all financial transactions, the School's financial documents, records, and accounts will be maintained in conformity with generally accepted accounting principles as applicable to charter schools, and in conformity with School's record retention policy as applicable. School's accounting data will be backed up regularly by the Business Office to ensure the recoverability of financial information. Further, the School specifically requires that:

1. No funds or accounts may be established or maintained for purposes that are not fully and accurately described within the books and records of the School.
2. Receipts and disbursements must be fully and accurately described in the books and records.
3. No false entries may be made on the books or records nor any false or misleading reports issued.
4. Payments may be made only to the contracting party and only for the actual services rendered or products delivered. No false or fictitious invoices may be paid.

School staff and the Business Office will work together to provide access to the School's financial records to School's charter authorizer upon reasonable request, including supporting records as requested.

## Reporting Questionable or Suspicious Activity

Employees are responsible for immediately reporting questionable or suspicious activity to their supervisor, the Principal, or the School's Board Chairperson. This includes reporting any concerns regarding improper activity. This could range from financial concerns such as theft or misstated financial statements to workplace concerns such as harassment, discrimination, safety issues, substance abuse, etc.

## CHAPTER 3

### Conflict Of Interest and Related Party Transactions

The School complies with all applicable laws regarding conflicts of interest and related party transactions, including, but not limited to, the California Corporations Code, the Political Reform Act, and Government Code section 1090.

The School recognizes that it is important for Board members and key employees to understand the conflict of interest laws and rules that apply to the School, in order to identify and avoid conflicts of interest. The School board and key staff shall receive annual mandatory training, to be conducted by a third party, on the applicable conflict of interest laws. Such training may be provided at the time the board receives the mandatory Ralph M. Brown Act training required by the School's Charter, and may also cover specific topics including an overview of significant, applicable laws regarding the use of public funds, procedures for hiring, contractual arrangements, purchasing, bidding, and expenditure approvals that help to prevent conflicts of interest.

It is the policy of this School that all School officials, including Board members, officers, and employees, shall not place themselves in any position where their private, personal interests may conflict with their official duties, or where they may directly or indirectly receive personal financial gain through direct or indirect personal influence. School decision makers shall be neither personally nor financially interested in any contract made by them in their official capacity.

The School will be guided by the principle of arms-length standards in entering into transactions with all affiliated or unaffiliated organizations or with a private or related individual(s).

### Signature Authorities

The Board will approve, in advance, the list of authorized signers on the School's account(s). The Principal, and any other employee/Board member authorized by the Board, may execute contracts, purchases, and expenditures, endorse checks, drafts, and orders for the payment of money, or otherwise withdraw or transfer funds, in the name of and on behalf of the School, subject to the policies and procedures in this Guide. Individual checks greater than ~~\$100,000~~ \$1000 require two signatures prior to check issuance.

### Use of School Assets

No employee may use any of the School's property, equipment, materials, or supplies for personal use without the prior approval of the Principal or the Principal's designee.

## Related Party Transactions

### Policy

It is the policy of the Board of Directors that all Related Party Transactions, as that term is defined in this policy, shall be subject to review in accordance with the procedures set forth below. The School has determined that the Board is best suited to review all Related Party Transactions.

### Procedures

The Board shall review the material facts of all Related Party Transactions and may also approve or disapprove of the entry into the Related Party Transaction, subject to the exceptions described below. Where advance Board review of a Related Party Transaction is not feasible or has otherwise not been obtained, then the Related Party Transaction shall be reviewed subsequently by the Board (and such transaction may be ratified subsequently by the Board). The Board may also disapprove of a previously entered into Related Party Transaction and may require that management of the School take all reasonable efforts to terminate, unwind, cancel or annul the Related Party Transaction. In connection with its review of a Related Party Transaction, the Board will take into account, among other factors it deems appropriate, whether the Related Party Transaction is on terms no less favorable than terms generally available to an unaffiliated third-party under the same or similar circumstances and the extent of the Related Party's interest in the Related Party Transaction.

The Principal shall present, or cause to have presented, to the Board, the following information, to the extent relevant, with respect to actual or potential Related Party Transactions:

1. A general description of the transaction(s), including the material terms and conditions.
2. The name of the Related Party and the basis on which such person or entity is a Related Party.
3. The Related Party's interest in the transaction(s), including the Related Party's position or relationship with, or ownership of, any entity that is a party to or has an interest in the transaction(s).
4. The approximate dollar value of the transaction(s), and the approximate dollar value of the Related Party's interest in the transaction(s) without regard to amount of profit or loss.
5. In the case of a lease or other transaction providing for periodic payments or installments, the aggregate amount of all periodic payments or installments expected to be made.
6. In the case of indebtedness, the aggregate amount of principal to be outstanding and the rate or amount of interest to be payable on such indebtedness.
7. Any other material information regarding the transaction(s) or the Related Party's interest in the transaction(s).

The Board shall be authorized to review in advance and provide standing pre-approval in advance for certain Related Party Transactions or categories of Related Party Transactions. The Board has reviewed the Related Party Transactions described below in “Standing Pre-Approval for Certain Related Party Transactions” and determined that each of the Related Party Transactions described therein shall be deemed to have been reviewed and approved in advance by the Board under the terms of this Policy.

Each director who is a Related Party with respect to a particular Related Party Transaction shall disclose all material information to the Board concerning such Related Party Transaction and his or her interest in such transaction. The Board may recommend the creation of a special committee to review any Related Party Transaction.

If a Related Party Transaction will be ongoing, the Board may establish guidelines for the School’s management to follow in its ongoing dealings with the Related Party. Thereafter, the Board shall periodically review and assess ongoing relationships with the Related Party. Any material amendment, renewal or extension of a transaction, arrangement or relationship previously reviewed under this Policy shall also be subject to subsequent review under this Policy.

This Policy is intended to augment and work in conjunction with other School policies having any code of conduct, code of ethics and/or conflict of interest provisions.

The Board periodically shall review this Policy and may recommend amendments to this Policy from time to time as it deems appropriate. In addition to guidelines for ongoing Related Party Transactions, the Board may, as it deems appropriate and reasonable, establish from time to time guidelines regarding the review of other Related Party Transactions including those that (i) involve *de minimus* amounts, (ii) do not require public disclosure, or (iii) involve transactions that have primarily a charitable purpose.

## Definitions

A “**Related Party Transaction**” is any financial transaction, arrangement or relationship or series of similar transactions, arrangements or relationships (including any indebtedness or guarantee of indebtedness) in which:

- (1) the aggregate amount involved will or may be expected to exceed \$10,000 in any calendar year,
- (2) the Board or any of its subsidiaries is a participant, and
- (3) any Related Party has or will have a direct or indirect interest.

A “**Related Party**” is any:

- (a) person who is or was, since the beginning of the last fiscal year, (even if they do not presently serve in that role) an executive officer, director or nominee for election as a director,
- (b) greater than 5% beneficial owner of our common stock, or
- (c) Immediate Family Member of any of the foregoing. An ***“Immediate Family Member”*** includes a person’s spouse, parents, stepparents, children, stepchildren, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, and brothers- and sisters-in-law and anyone residing in such person’s home (other than a tenant or employee).

### **Standing Pre-Approval for Certain Related Party Transactions**

The Board has reviewed the types of Related Party Transactions described below and determined that each of the following Related Party Transactions shall be deemed to have been reviewed in advance and pre-approved by the Board, even if the aggregate amount involved will exceed \$10,000.

1. Employment of officers. Any employment by the School of, or compensation of, an officer of the School if (i) the officer is not an immediate family member of another officer or director of the School, (ii) the officer was not otherwise a Related Party of the School prior to becoming an employee of the School and (iii) the Board has approved the compensation of such officer.
2. Certain transactions with other companies. Any transactions, arrangements or relationships with another School or Company at which a Related Party’s relationship is as a director, owner, officer or executive.
3. Transactions involving competitive bids. Any transactions, arrangements or relationships involving a Related Party where the rates or charges involved are determined by competitive bids.
4. Regulated transactions. Any transactions, arrangements or relationships with a Related Party involving the rendering of services as a common or contract carrier, or public utility, at rates or charges fixed in conformity with law or governmental authority.
5. Certain banking-related services. Any transactions, arrangements or relationships with a Related Party involving services as a bank depository of funds, transfer agent, registrar, trustee under a trust indenture, or similar services.

### **Interpretation**

In any circumstance where the terms of these Policies and Procedures differ from any existing or newly enacted law, rule, regulation or standard governing the Company, the law, rule, regulation or standard will take precedence over these policies and procedures until such time as these Policies and Procedures are changed to conform to the law, rule, regulation or standard.

*Failure to disclose to the Board a known Financial Interest or a known potential Related Party Transaction may be grounds for removal from the Board or termination of employment by the School.*

## ANTI-NEPOTISM POLICY

### POLICY STATEMENT

It is the policy of Cottonwood Charter School to avoid Nepotism, which means to avoid creating or maintaining circumstances in which the appearance or possibility of favoritism, conflicts of interest, or management disruptions exist due to a relationship between an Cottonwood Charter School decision-maker and his or her Family Member. This policy is to ensure effective supervision, internal discipline, security, safety, and positive morale in the workplace and to avoid the potential for problems of actual or perceived favoritism, conflicts in loyalty, discrimination, and appearances of impropriety or conflict of interest. This policy applies to all Cottonwood Charter School board members, employees, individual consultants hired or retained by Cottonwood Charter School, and School Services Providers hired or retained by Cottonwood Charter School.

Relationships between Cottonwood Charter School board members, employees, consultants, or School Services Providers are permissible under the following circumstances:

- (a) Family Members of Cottonwood Charter School board members, employees, individual consultants, or School Services Providers shall not be hired for or retained in an employment position if one Family Member would have the authority or be in a position to directly supervise, hire, or discharge the other.
- (b) Any time a board member, employee, individual consultant, or School Services Provider is a Family Member of another, the relationship shall not result in an adverse impact on work productivity or performance. The determination of whether there is an adverse impact shall be in the discretion of the supervisor(s) of the employee(s), consultant(s), or School Services Provider(s), or in the case of a board member, in the discretion of the Cottonwood Charter School board of directors.
- (c) Any time a board member, employee, individual consultant, or School Services Provider is a Family Member of another, the relationship shall not create an actual conflict of interest under the law, and shall not create a detrimental perceived conflict of interest. The determination of whether there is a detrimental perceived conflict of interest shall be in the discretion of the supervisor(s) of the employee(s), consultant(s) or School Services Provider(s), or in the case of a board member, in the discretion of the Cottonwood Charter School board of directors.

### DEFINITIONS

**“Family Members”** include an employee's parent, child (natural, adopted, or legal guardianship), spouse, domestic partner, brother, sister, grandparent, grandchild, step-relationships within the preceding categories, brother-in-law, sister-in-law, son-in-law, daughter-in-law and father-in-law.

**“Nepotism”** describes a work-related situation in which there is the potential for favoritism toward a Family Member (such as giving a job, promotion, biased performance reviews, or more favorable working conditions) on the basis of the familial relationship.

**“School Services Provider”** shall mean any provider of school services to Cottonwood Charter School, and in the case of an organization shall mean be the responsible individual at such organization that provides school services to Cottonwood Charter School.

## **PROCEDURES**

When a Family Member of a current Cottonwood Charter School board member, employee, individual consultant, or School Services Provider applies to become a board member or employee, or requests to be a consultant or School Services Provider, the Family Member’s application/request must be denied if a conflict under this policy exists (*e.g.*, if one Family Member would have the authority or be in a position to directly supervise, hire, or discharge the other). Special circumstances may be reviewed by the Board in the event that Cottonwood Charter School’s best interests would be served otherwise.

When a Family Member of a current Cottonwood Charter School board member, employee, individual consultant, or School Services Provider applies for a transfer to a new employment position within Cottonwood Charter School, the Family Member’s application must be evaluated to determine whether a conflict under this policy exists. If a conflict exists, the application for transfer must either be denied or one of the Family Members must seek a position transfer to avoid the conflict, if any such opportunity exists. In the event that no such opportunity exists, the application for transfer must be denied.

In implementing this policy, it is permissible to ask an applicant, potential consultant, or School Services Provider to state whether he or she has a Family Member who is presently employed by or on the board of Cottonwood Charter School, but such information may not be used as a basis for an employment decision except as stated herein.

When a relationship that creates a conflict with this policy occurs during employment, Cottonwood Charter School will attempt to arrange a transfer or change in position/duties to eliminate the conflict. If a suitable transfer/change in position/duties is not available, one of the employees may be separated from service. Every attempt will be made to effect transfer or separation on the basis of agreement between the employees involved and Cottonwood Charter School. If a mutual agreement is unattainable, the Board will determine, in Cottonwood Charter School’s best interest, which employee is to be transferred or separated.

## **RESPONSIBILITIES**

The Senior Director or designee shall coordinate with the current employee's direct supervisor to develop appropriate plans to ensure that a Family Member's employment does not conflict with this policy. If the situation cannot be resolved by a transfer, then the Senior Director or designee will deny the application for employment. Special circumstances may be reviewed by the Board in the event that Cottonwood Charter School's best interests would be served by the employment of a Family Member.

The Senior Director or designee shall investigate reports of Nepotism and take appropriate action. Employees are required to disclose changes in their personal situations to the Senior Director or designee which may be covered by this policy. Supervisors may inquire about the family relationship between employees to determine the appropriateness of the working relationship under this policy. The Board shall make the final determination concerning potential conflicts with this policy involving the Senior Director.

# CHAPTER 4

## Purchasing and Bank Policy

### Purchasing and Procurement

The School adheres to the following objectives in purchasing:

All proposed non-payroll expenditures/invoices are reviewed by the Business Office to determine whether they are consistent with the Board-adopted budget and approved contract, if applicable. In the absence of a vendor invoice, the School will develop and maintain a check request form or other form to document the approval of payment for goods or services. All transactions will be posted in an electronic general ledger maintained by the Business Office. To ensure segregation of recording and approvals, the Business Office may not sign purchase orders or check requests.

Some transactions do not require purchase orders:

1. Re-occurring expenditures, such as:
  - a. Professional fees to back office service providers, and legal services
  - b. Outsourced services (e.g. special education services, security, etc.)
  - c. Payment of health and welfare benefits
  - d. Risk management costs (e.g. insurance)
  - e. Utilities
  - f. Communications (e.g. Internet, wireless, etc.)
  - g. Payroll taxes
  - h. Facility costs pursuant to a Board-approved lease or other agreement
2. Budgeted costs, such as:
  - a. Existing and replacement positions (i.e. payroll)
  - b. Expenditures listed in awarded grants
  - c. Software subscriptions (e.g. productivity tools, licenses, etc.)
  - d. Student materials and supplies, unless for a vendor contract over \$50,000, except for vendors that offer student packaged programs like:
    - i. Fusion Elite
    - ii. Thrive Chico
    - iii. Love of Learning

For these, the Principal has a limit of \$100,000

3. Mandatory costs, such as:
  - a. Expenditures required in an IEP (i.e. individualized education program).
  - b. Expenditures from duly approved legal settlements.

## Use of School Credit Cards

### PURPOSE:

The Board of Directors of the School recognizes the efficiency and convenience afforded the day-to-day operation of the School, for payments and recordkeeping for certain expenses, through the use of School credit cards. However, the Board recognizes the need to establish control measures for the use of these cards. The Board agrees that it has a responsibility to ensure that credit card expenses incurred by the School must clearly be linked to the business of the School. This policy addresses and establishes the proper use and assignment of School credit cards.

School credit and debit cards should be issued only to School personnel who travel on School business or who have a legitimate need to purchase goods and services, either in person or online, when a purchase cannot be approved in time or when a vendor will not accept a purchase order. Credit and debit cards should not be used to bypass established purchasing procedures, including advanced approval processes.

### DEFINITIONS:

Cardholder/User: The person for which the School credit card has been issued.

School credit card: The physical or virtual card and number associated with the card issued to the cardholder.

Administrator: The Business Office staff member assigned to establish or terminate Cardholder rights, reassign card limits, or change budget access.

### SCHOOL CREDIT CARD USERS:

A list of those individuals issued a School credit card will be maintained by the Principal and the Business Office and reported to the Board of Directors annually.

A Cardholder/User employee who is no longer employed by the School shall return his or her School credit card upon termination or resignation to the Business Office Chief Financial Officer (CFO) or CFO's designee.

Credit cards will be disabled immediately upon the termination or resignation of a Cardholder/User by the card Administrator. Accounting for credit cards and settlement of credit card billings shall be part of the employee separation checklists.

## USER RESPONSIBILITIES:

Credit Cardholders/Users must take proper care of their School credit card(s) and take all reasonable precautions against damage, loss or theft by adherence to the following provisions:

1. All Cardholders/Users must keep secure and confidential all School credit card numbers and information.
2. Cardholders/Users shall not store sensitive School credit card data, including full account number, type, expiration and track data, in any method on computers or networks; for example, many sites, like Amazon or Apple will allow you to store credit card information online as a convenience for future purchases. This is not allowed because it does make it easier for those who have access to your computer or mobile device to utilize your card fraudulently or for personal purchases to be made using the stored card information.
3. Cardholders/Users shall not transmit in an insecure manner, such as by email, unsecured fax or via mail, School credit card information.
4. Cardholders/Users shall restrict access to credit card data and processing to the Administrator or other authorized individuals.
5. Cardholders/Users shall maintain card information in a secure environment accessed only by the issued Cardholder/User.
6. Cardholders/Users shall not be allowed to authorize payment of their own travel expenses. Travel expenses for any Cardholder/ User other than the Principal must be pre-approved by the Principal, and the Principal's travel expenses shall be approved by a board member.
7. Cardholders/Users are responsible for retaining detailed receipts and/or supplier documentation for all purchases made with their School credit card, without which the Cardholder/User is responsible for the purchase.
8. Cardholders/Users shall submit detailed documentation, such as itemized detailed receipts and/or supplier documentation for services, supporting all purchases made on their School credit card, including travel and/or other actual and necessary expenses which have been incurred in connection with School-related business for which the School credit card has been used.
9. Failure to take proper care of School credit card(s) or failure to report damage, loss or theft may subject the Cardholder/User to financial liability and discipline.
10. If the Business Office identifies any inadvertent personal charges or unauthorized uses of the card, the card statement and all backup documentation will be forwarded to the CFO and Principal for review, or if such charges or uses are those of the Principal, to the Board Chairperson.
11. Purchases made using a credit or debit card are subject to the same approval thresholds and other procurement requirements as all other purchases.

## PURCHASING GUIDELINES:

School credit cards may only be used for legitimate School business expenses and in accordance with Board policies, as defined below.

1. Credit cards shall only be used for transactions for which payment of check disbursement is not accepted or is not practicable, such as if the transaction would cause undue hardship to the School or the Cardholder/User.
2. School credit card usage is limited to the following types of expenses. Any deviations from this usage policy must have prior written approval from the Board of Directors.
  - a. School services, including catering or advertising.
  - b. School supplies, including office supplies, educational supplies, operation and maintenance supplies.
  - c. Travel, including transportation services, airfare, car rental expenses, or payments to a travel agency.
  - d. Payments to educational and charitable organizations, including Schools, colleges, vocational Schools and membership organizations.
  - e. Educational conferences and seminars.
  - f. Other expenses necessary for the education of students or for the continuous operations of the school.

## PURCHASE AUTHORIZATION

The Principal needs to approve any purchases on the school credit cards for all staff members who have been issued cards, unless the staff member has received previous approval authority under the Delegation of Expense Authority policy or has been assigned approval authority under the same policy.

Any purchase above \$50,000 must have board approval.

## PURCHASE LIMITATIONS

1. A Cardholder/User must obtain documented pre-approval from the Principal or Principal designee before using their card.
2. Any purchase by the Principal that exceeds \$50,000 must be approved by a board member.

## APPROVAL PROCEDURES

1. A Cardholder/User will review the card statement to ensure it includes only their own approved charges.

2. The Business Office will verify that documents have been provided for all charges on the card statement.
3. Any charges not made by the Cardholder/User will be identified and discussed with the Principal and forwarded to the CFO.
4. The Principal or Principal's designee will review charges and supporting documentation for each Cardholder/User's monthly statement before approving any payment.
5. For the Principal, the Chairperson or Treasurer of the Board will review charges and supporting documentation for the Principal's monthly statement.
6. All cardholders should report the loss or theft of their School credit or debit card immediately to the credit card company and the CFO, even if the loss or theft occurs on a weekend or holiday. The CFO will discuss any loss or theft with the Principal.

#### EXCLUSIONS:

School credit cards shall not be used for alcohol, cash advances, ATM, gifts, gifts certificates, money orders, gift cards, jewelry or clothing, medical expenses, or payment of fines, auto tickets or penalties, bereavement or congratulatory related items like cards or flowers, unless prior written approval is received from the Principal, or in the case of the Principal, the Board Chairperson or Board of Directors, as appropriate. In no event shall a School credit card be used for a Cardholder/User's personal expenses.

### Employees' Personal Credit Cards

An employee may use their personal credit or debit card for legitimate School business-related purchases and submit a request for reimbursement, but only in alignment with the School's procurement policies and policies for expenditures and employee reimbursements.

### Expenditures and Employee Reimbursements

The Employee Handbook calls for the reimbursement of "certain reasonably necessary business expenses incurred in the furtherance of School business. In order to be eligible for reimbursement, employees must follow the protocol set forth in the School's policy regarding expenditures." This constitutes said School policy.

#### PROCEDURES FOR REIMBURSEMENT

The School will reimburse employees for certain reasonably necessary business expenses incurred in the furtherance of School business. In order to be eligible for reimbursement employees must follow the protocols noted below:

1. Utilize the official "School Reimbursement Form."
2. Fill out form, print, and sign. The Principal should also sign the form signifying their approval.
3. Make a copy of both the form and backup documentation for your files.
4. Attach backup documentation (e.g. itemized receipts, map/s for mileage) to the form.

5. Email your signed and completed form and backup documentation to the Business Office at [accountspayable@inspireschools.org](mailto:accountspayable@inspireschools.org)
6. Complete requests for reimbursement should be submitted within 60 days of the expenditure.
7. Your request for reimbursement will be processed by the Business Office.

#### Guidelines for Specific Reimbursement Types:

1. Reimbursement for Purchases – Must receive immediate supervisor approval or higher prior to any purchase of food, supplies, and/or equipment
2. Hotel Stay – Room rates must be reasonable for the area visited for the reimbursement of Principal, Principal designee or Board Pre-Approved hotel stays .
3. Mileage Reimbursement – attach documented approval or have their Supervisor sign the reimbursement form. Reimbursement for personal car mileage is the prevailing rate allowed by the IRS while on School business.

Gratuity Employees are allowed to tip up to 18% of the subtotal cost, rounded up to the nearest dollar, when gratuity is customary. Any incremental excess is the responsibility of the employee.

#### Governing Board Expenses

1. Board members are not compensated for their services as Board members. However, the Board or fiscal committee may approve the reimbursement of a Board member's actual and necessary expenses incurred when conducting the School's business.
2. The Board member incurring authorized expenses while carrying out the duties of the School will complete and sign a reimbursement report.
3. The full Board or fiscal committee will review the reimbursement report, and if they approve the report, it will be submitted to the Business Office for payment.

#### Contracts

1. The Governing Board must also approve the following contracts:
  - Contracts of \$50,000 or more for construction, equipment, materials, supplies, non-professional services and repairs.
2. Consideration will be made of in-house capabilities before contracting for outside services. Below are considerations:
  - a. Whether the services needed are for a limited amount of time.

- b. Whether the contract service provider has expertise not otherwise available to the Charter School.
- c. Whether the current staff has capacity to do the work.
- d. Whether the contract service provider's core competency would lead to long-term savings.
- e. Whether the utilization of the contract service provider would cost less than a comparable employee with benefits.

## Bank Account Reconciliation

The opening and closing of bank accounts on behalf of the School must be approved by the Board.

Bank reconciliations are a major internal control mechanism and will be prepared and reviewed accurately each month by the Business Office. Reconciliations will be performed for all of the School's bank account transactions.

### PREPARING BANK STATEMENT RECONCILIATIONS

The Business Office completes the bank reconciliation monthly after receiving the bank statement(s). The CFO or the CFO's designee reviews every completed bank reconciliation. To ensure proper segregation of duties, the individual who prepares the bank reconciliation is not involved with any purchase transactions. Any interest, bank charges or other fees or charges should be posted to the account before reconciling. The Principal of the School has final review responsibilities to assure all procedures have been followed.

# CHAPTER 5

## Financial Management Policies

### BASIS OF ACCOUNTING

The School will maintain their accounting records and related financial reports on the accrual basis of accounting.

### ACCOUNTING POLICIES

The accounting policies and financial reporting adopted are consistent with the non-profit requirements of the Financial Accounting Standards Board (FASB). FASB is the recognized standard setting body for establishing non-profit accounting and financial reporting principles.

### BASIS OF PRESENTATION

The accounts of the School are organized on a basis of the Charter School required elements of the Standardized Account Code Structure or SACS. The operations of all funds are accounted for by providing a separate set of self-balancing accounts, which comprise the assets, liabilities, net assets, revenues and expenditures.

### REVENUES

The School records revenue on the modified accrual basis of accounting, consistent with generally accepted accounting principles applicable to special purpose governmental units.

### EXPENDITURES

Expenditures are recorded on a full accrual basis, if material, because they are always measurable when they are incurred.

### CASH MANAGEMENT

1. The School maintains cash accounts at City National Bank
2. A schedule of aged accounts and grants receivable is prepared monthly and reviewed by the CFO for collection and reported to the Principal. Aged accounts payable and receivable are also reflected on regular financial materials provided to the Board of Directors. Appropriate collection procedures are initiated, if necessary.

### GRANT RECEIVABLE AGING CRITERIA

Accounts receivables outstanding are aged on a thirty, sixty, ninety, and over-ninety day basis.

### BUDGETS

1. The School prepares an annual operating budget of revenues and expenses, a cash flow projection, and a capital budget. These budgets and projections are reviewed and approved by the Board of Directors, prior to June 30th each year and modified, as necessary.

2. Financial statements displaying budget vs. actual results are prepared by the Business Office and reviewed by the CFO and Principal, and presented to the Board of Directors at each regularly scheduled board meeting.

#### INSURANCE AND BONDING

1. The Schools maintain minimum levels of coverage, as required by any School charter and/or MOU and as deemed appropriate by School, for the following policies:
  - a. General liability
  - b. Business & personal property (including auto/bus, as applicable)
  - c. Computer equipment
  - d. Workers' compensation
  - e. Personal injury liability
2. The Schools require proof of adequate insurance coverage from all prospective contractors.

#### FINANCIAL REPORTING

The Business Office maintains supporting records in sufficient detail to prepare the School's financial reports throughout the year, including:

1. Annually:
  - a. Financial statements for audit
  - b. Annual budget
  - c. Unaudited Actuals
  - d. 990 Income Tax Returns
2. Monthly:
  - a. Trial balance
  - b. Internally generated budget vs. actual financial statements
  - c. Billing invoices to funding sources
  - d. Updating the cash flow projection
3. Periodically:
  - a. IRS Forms 941 and payroll tax returns and comparable state taxing authority returns
  - b. First and Second Interim Reports

c. Other reports as requested

#### ANNUAL AUDIT

The Board of Directors arranges annually for a qualified certified public accounting firm to conduct an audit of the School's financial statements in accordance with Government Auditing Standards and the Governmental Accounting Standards Board.

The audit reports will be submitted to the Charter granting agency, California Department of Education, County Superintendent of Schools, and State Controller's Office by December 15th of each year. (Education Code 47605(m))

#### BOARD AUDIT OVERSIGHT

The Board of Directors shall fulfill its responsibility to provide oversight of management regarding:

1. the School's systems of internal controls, policies and risk management;
2. the integrity of the School's financial statements;
3. the School's compliance with legal and regulatory requirements and ethical standards;  
and
4. the engagement, independence and performance of the School's independent auditors.

Staff will review and present an analysis of independent auditor proposals and make a recommendation to the audit committee, if applicable, and to the Board for selection of an independent auditor. The Board will select the independent auditor. The committee and/or Board will review the scope and results of the audit and will receive notice of any consequential irregularities and management letter comments that the auditor noted during the engagement. Additionally, the committee and/or the Board will develop a corrective action plan to address all relevant weaknesses noted by the auditor. The committee and/or the Board will also review all financial information of the School.

#### POLICIES RELATED TO ASSETS, LIABILITIES AND FUND EQUITY

##### ASSETS

###### Bank Accounts

- A. Bank accounts for the indicated purpose and limitation(s) have been authorized by the Board of Directors of the School at the indicated Federal Deposit Insurance Corporation (FDIC)-insured bank(s): City National Bank

###### Petty Cash

- A. No account has been approved.

##### LIABILITIES AND FUND EQUITY

###### Accounts Payable

Only valid accounts payable transactions based on documented vendor invoices, check requests or other approved documentation are recorded as accounts payable.

#### Accounts Payable Payment Policy

Vendors and suppliers are paid as their payment terms require, taking advantage of any discounts offered. If cash flow problems exist, payments are made on a greatest dependency/greatest need basis.

#### Accrued Liabilities

These are liabilities that reflect expenses that have not yet been paid or logged under accounts payable during an accounting period.

#### Liability for Compensated Absences

1. Compensated absences arise from employees' absences from employment due to personal time off leave. When the School expects to pay an employee for such compensated absences, a liability for the estimated probable future payments are accrued if all of the following conditions are met:
  - a. The employee's right to receive compensation for the future absences is attributable to services already performed by the employee.
  - b. The employee's right to receive the compensation for the future absences is vested or accumulates.
  - c. It is probable that the compensation will be paid.
  - d. The amount of compensation is reasonably estimable.
2. Compensated absences that are not required to be paid upon employee termination (e.g., paid sick leave) are only recorded when paid.

#### Debt

1. When applicable, short-term debt consists of financing expected to be paid within one year of the date of the annual audited financial statements. Long-term debt consists of financing that is not expected to be repaid within one year.
2. Loan agreements must be approved by the Board of Directors, unless otherwise authorized under the School's Interschool Lending and Borrowing Policy, must be in writing, and must specify all applicable terms, including the purpose of the loan, the interest rate, and the repayment schedule.
3. Loans, lines of credit, and other debt incurred on behalf of the School must be approved by the Board of Directors, except as otherwise permitted under the School's Interschool Lending and Borrowing Policy. The School shall not make any loans to third parties, except as otherwise permitted under the School's Interschool Lending and Borrowing Policy.

## FACILITIES

### Disposal of Property and Equipment

1. No item of property or equipment shall be removed from the premises without prior approval from the Principal.
2. The School has adopted standard disposition procedures for staff to follow, which include an Asset Disposal Form, which identifies the asset, the reason for disposition, and signature of the requester. The form also allows for an identification of the asset's book value, condition of the asset, and supervisory approval or denial.
3. When property is retired, the appropriate asset in the fixed asset subsidiary will be adjusted and properly reflected in the accounting system by the Business Office

## GENERAL ACCOUNTING PROCEDURES

In this section, procedures are described for the overall accounting system design, General Ledger activity and General Ledger closeout for the School.

### GENERAL LEDGER ACTIVITY

#### Control Objective

To ensure that all General Ledger entries are current, accurate and complete.

#### Major Controls

1. **Timeliness of Entries**  
All entries are made soon after the underlying accounting event to ensure the financial records and reporting is current.
2. **Support Documentation**  
All entries are supported by adequate documentation that clearly shows the justification and authorization for the transaction.
3. **Audit Trail**  
A complete audit trail is maintained by the use of reference codes from source documentation through the books of original entry and General Ledger, to periodic reporting statements.

#### Procedures

1. Financial data on source documentation is verified against original documents (e.g., invoice, purchase order, etc.) before entering into the accounting system.

2. Each entry in the accounting system is reviewed and approved.
3. Provision is made for using recurring General Journal entries for certain transactions, such as recording the monthly portion of prepaid insurance.
4. Non-recurring entries, such as for correcting entries, recording accruals and recording noncash transactions, are prepared as circumstances warrant and on a monthly basis.
5. All entries in the books of original entry (e.g., cash receipts journal and checkbook) are made soon after the accounting event from authorized forms, and are prepared and reviewed by qualified accounting personnel.
6. All General Journal entries are supported by General Journal Vouchers that have supporting documentation attached.

#### GENERAL LEDGER CLOSE-OUT

##### Control Objective

To ensure the accuracy of financial records and reports.

##### Major Controls

1. Trial Balance  
Monthly, a trial balance is prepared to ensure the accuracy of the General Ledger account balances.
2. Reconciliation of General Ledger Control Accounts with Subsidiary Ledgers  
are prepared on a monthly basis.

##### Procedures

1. At the end of each month, a trial balance of all General Ledger accounts is prepared by the Business Office.
2. Reconciliation between the General Ledger control accounts and the subsidiary ledgers are completed by the Business Office.
3. At the end of the fiscal year and after the annual audit, all income and expense accounts are closed out; and the general ledger balances must be aligned to the audited financial statements.

## Fixed Assets and Leases

Acquisitions and disposals of assets are carefully documented. There are two types of assets: depreciable assets, also known as capital assets (this includes land even though it is not depreciated); and assets the School will track for inventory purposes but not depreciate. All assets purchased, when applicable, such as with automobiles and buses, shall be registered in the name of the School and not the name of an individual.

Cost basis is not the market value or list price of an asset; rather, it is the total amount invested in the purchase or the total amount paid, whether paid in cash or received in kind. The cost basis should include all charges related to the purchase, including the purchase price, sales tax, freight charges, and installation charges if applicable.

Asset purchases that cost \$5,000 or more and have a useful life of more than one year will be capitalized and depreciated. Remodeling of facilities and replacement of structural components are capitalized only when their cost exceeds \$50,000.

Assets that are depreciated include furniture, fixtures, automobiles and buses, buildings, building improvements, and equipment. The straight-line depreciation and amortization method is used. Alternative or accelerated depreciation methods may be used when considered necessary and if approved by the Principal or Principal's designee.

Any assets purchased that cost \$5,000 or more are recorded in a depreciable fixed asset schedule.

Any asset that is not capitalized will be expensed. For example, small tools and equipment, or repairs and maintenance, are usually expensed.

The depreciable fixed asset schedule prepared by the Business Office includes the following information, as applicable:

- Name of the asset
- Asset class (e.g., equipment)
- Description
- Serial number
- Asset tag number
- Date purchased and placed in service
- Vendor purchased from
- Original cost
- Depreciation method
- Estimated useful life
- Accumulated depreciation
- Net book value
- Estimated salvage value, if any

Any assets purchased that cost more than \$500 and less than \$5,000 will be recorded in a fixed asset ledger for inventory purposes.

The fixed asset inventory ledger should include the following information:

- Name of the asset
- Asset class (e.g., equipment)
- Description
- Serial number
- Asset tag number
- Date purchased
- Vendor purchased from
- Original cost

#### Leasehold Improvements

Leasehold improvements, including painting, will be capitalized if they relate to the occupancy of a new facility or to a major renovation of an existing facility, and meet the capitalization threshold of \$50,000.

#### Repairs

Expenditures for maintaining vehicles, equipment or an existing building are not capitalized; they are expensed as a repair.

#### Cost of Buildings

The capitalized cost of a building includes all expenditures related directly to its acquisition, construction or rehabilitation. This includes all associated costs such as materials, labor and overhead incurred during construction, and any fees such as attorney's fees, architect's fees, and building permit fees.

The Business Office will account for the cost of buildings by capturing and recording the details of all costs in a construction in progress account. Costs recorded will include acquisition costs and expenditures made to prepare the building for occupancy.

### Asset Purchase Approval

All purchases of assets should be approved by the Principal or designee unless the purchaser has received prior approval to purchase according to the Delegation of Expenditure Authority policy.

#### Authorization

Proper authorization should be obtained using the Charter School's purchasing process. Approval should be documented on all approvals submitted to the Business Office. School staff may identify the vendor for purchase of the capital assets, or may submit the request to purchasing staff in the business office for procurement.

#### Constructed or Donated Equipment

Any equipment constructed by School employees or donated to the School will be reported to the Business Office if the item has a value of \$5,000 or more. The report will include a complete description of the property, the date it was manufactured or received, the number of items, the cost or estimated value, and a statement indicating whether it was constructed by employees or donated.

Donated equipment becomes the property of the School. Also, the School's Board or its designee should approve the donation. If the equipment has no reasonable use or purpose for the School, the donation should not be accepted.

#### Asset Sales and Dispositions

Capital assets may be sold or traded for new equipment; when this occurs, an asset sale and disposition form will be completed.

For all assets the Principal's approval will be required for a sale or disposition. Any asset over \$5,000 requires board approval prior to sale or disposition.

Upon approval, the School may advertise the property for sale or submit a list to the Business Office for sale and disposition.

After completion of the sale, a completed original bill of sale form with wet signature in blue ink, preferably, should be submitted to the Business Office. The Business Office will delete the item from the asset records and record any gain or loss on the disposition.

#### Obsolete Assets

Obsolete assets with no cash value should be reported to the Business Office on the asset disposition form, which includes a description, serial number and condition of the asset. The Business Office should inspect all worn out or obsolete property before it is discarded. The asset can then be removed from the asset records.

#### Missing or Stolen Assets

Any missing or stolen asset should be reported in writing to the Business Office as soon as its absence is discovered. The report should include the description, serial number, and other information about the lost item.

The Business Office should determine the proper course of action and should notify the School's insurance carrier and any outside authorities if deemed appropriate. If the asset is not recovered, it can be removed from the asset records.

#### Movement of Assets within the Organization

Movement of assets within the organization (e.g., from one School facility to another, in cases where there are multiple facilities) should be reported to the Business Office in writing for tracking and inventory purposes; the report should include a description, serial number and the name of the School location that is to receive the property.

## Employees Using Their Personal Assets

Employees may bring their personal tools, equipment or furniture for use at the School, subject to the approval of the Principal. To maintain proper segregation and control upon termination of any employees, any employee-owned tools, equipment or furniture to be used at the School should be reported to the Principal and the Business Office. The report should include the employee's name, a description of the item or items, identification numbers (if any), and the reason for using the item.

## Asset Tagging

When an asset is purchased, the Business Office is responsible for assigning and attaching an asset number tag to the property in a readily visible location. If an asset tag cannot be attached and the asset has no serial number, other means should be used to permanently identify the asset, such as engraving or heat stamping it with the School's name and a sequential number.

The Business Office maintains a detailed list of each capital asset item along with depreciation records. This documentation should include the name, asset class, description, serial number, asset tag number, date purchased, date placed in service, vendor, original cost, depreciation method, estimated useful life, accumulated depreciation, net book value, and any estimated salvage value.

Once a year the Business Office reviews a report that includes a list of assets assigned to each School location and any acquisitions, disposals and transfers during the past year and validates the report, noting any discrepancies.

## Leases

A lease can be classified as either a capital lease or an operating lease. The Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 840-30, Capital Leases, describes the criteria for determining which of these two classifications applies. Under those criteria, a lease should be treated as a capital lease if any of the following are true when the lease is entered into:

- The lease transfers ownership to the School at the end of the lease term.
- The lease contains a bargain purchase option.
- The lease term is equal to 75% or more of the estimated economic life of the leased property.
- The present value of the minimum lease payments is 90% or more of the fair value of the leased property (using as the interest rate the lesser of the School's incremental borrowing rate or, if known, the lessor's implicit rate).

Any lease for which none of the four preceding statements is true, or that is immaterial in nature, will be recognized and accounted for as an operating lease. An operating lease is similar to a rental agreement in that the monthly lease costs are expensed.

The School, through the Business Office, will maintain a list or inventory of capital leases and operating leases; the list should include all relevant lease terms.

# Cash Receipts Policy and Procedures

## Objective

To establish proper controls and cash handling procedures throughout all School departments. Controls are required to safeguard against loss and to define responsibilities in the handling of cash. All departments receiving cash are designated as cash collection points. "Cash" may consist of currency, checks, money orders, credit card transactions, fed wires and electronic fund transfers.

## Cash Handling Procedures

1. All departments responsible for cash collection must maintain a clear separation of duties. An individual should not have responsibility for more than one of the cash handling components: receipt, deposit or reconciliation. All cash collections require two signatures – the individual collecting and handling the money, and the individual recording the money.
2. All checks, cash and credit card receipts must be protected by using a safe or lockbox until they are deposited. A secure area for processing and safeguarding funds received must be maintained and access restricted to authorized personnel.
3. All checks should be made payable to Cottonwood Charter School. Checks will be restrictively endorsed immediately upon receipt with "For Deposit Only". Post-dated checks should not be accepted and will be returned to the check writer.
4. The Depositor is responsible for making the deposit to the appropriate bank account.
5. Generally, the timely deposit of cash receipts requires a School to deposit receipts daily. However, it may not be practical or cost effective for the School that receives small amounts of cash on an irregular basis. In cases where the amounts of cash deposits are small and an adequate safekeeping facility is available, an aggregate un-deposited total may not exceed \$100 and may be retained in the School's safekeeping facility for a period not to exceed 5 business days. Although this option is available, the School must be aware that these monies must be deposited with the bank within 5 business days of receipt, even if the amount does not exceed \$100.
6. Under no circumstances will employees or students make disbursements from the un-deposited receipts. All cash or other receipts must be deposited with the bank, in total.
7. Any person delivering a deposit to the bank should take adequate precautions for their personal security and safety. If it is practical, more than one person should make the deposit.
8. Never mail cash or checks to the bank.
9. All funds received must be counted by totaling the cash, checks and credit card collections and recording the result on a Cash Tally Form.

10. Cash boxes with up to \$100 startup cash are available for events/fundraisers by completing a Fund Raiser Request form. Cash boxes with up to \$500 will be made available for ticket sales. All requests require a 48 hour notice in order for the School to be able to manage the cash needs. The startup funds must be included on the Cash Tally Form.
11. Always issue some type of receipt in return for cash received from students, parents, or others. Be sure to include at a minimum: date cash received, amount received, purpose and initials/signature verification. A receipt can be a pre-numbered slip, a pre-numbered ticket stub, etc.

## Fundraising

Each fundraising activity must be approved by the Principal or Principal's designee. In order to be approved, the individual planning the fundraiser must submit a proposal in advance of the event so that all fundraising efforts may be coordinated.

For sales of small items – for example fundraisers, cookouts, concessions, or supplies sales – use the Fundraising Inventory Form to create an inventory control sheet for items purchased, less items leftover to report items sold.

Services performed – for example car washes. Use the Fundraiser Service Form to keep a roster of which services were performed or how many cars were washed, then multiply by fee charged to report total collected.

Donations – Submit a completed Donation Information Sheet with the deposit for all cash donations and all gifts of property (tangible goods).

\*No staff member is to accept any special gifts or bonuses of more than nominal value offered by an outside supplier or vendor for any reason or purpose.

## Returned Checks and Improper Checks

The School should attempt to deposit returned checks a second time; if the check does not clear on the second attempt, the payment should be returned to the vendor and the general ledger account to which it was applied adjusted. No check should be withheld from the deposit unless it is legally imperfect (e.g., no maker signature), in which case the Business Office should immediately contact the payer and discuss the best method to remedy the imperfect check.

The School should never provide cash to any individual or organization in exchange for their personal checks.

## Wire Transfers

Wire transfers are a way to pay customers and vendors quickly.

Incoming wire transfers require the same documentation procedures as cash receipts and deposits. When the School's bank receives a wire transfer, it may notify the School by email, fax, or via its online banking site. This notification documents that the money has been received.

Only the Principal or the Principal's designee should be permitted to initiate an outgoing wire transfer. All outgoing wire transfers should be performed using the bank's secure website, and should include the Principal or Principal's designee as the secondary approver. Outgoing wire transfers should not be issued unless the secondary approver logs on to the bank's secure website and approves the transfer electronically.

## Cash Boxes

A portable cash box issued by the business office may be used to collect money at fundraising activities, ticket sales and other events or activities. Individuals who collect cash for fundraisers and activities for which a cash box is issued should safeguard the cash properly. Once all cash has been collected, it should be recorded on a cash count form. Two individuals should count the cash together, and both should sign and date the cash count form and remit the funds to the principal or business office. Every effort should be made to turn in the cash the same day as fundraiser or activity. Any funds collected but not turned in to the business office for the final counting and deposit to the bank should never be taken home or left in any unprotected environment. Instead, they should be sealed in a secured lockbox or some other secured facility on the School premises.

When the business office receives the cash box funds, the funds should be counted again by the business office staff member and a witness, and each should sign the cash count form as verification of their confirmation. The cash and the verified cash count form should be placed in a secured lockbox or some other secured facility until the cash is remitted to the bank for deposit.

Cash box proceeds should be controlled and processed in the same manner as other cash receipts. If the cash balance exceeds \$100, a bank deposit should be made the same day. Otherwise, all bank deposits should be made within 5 business days. No funds should be left in the cash box after deposit.

## Meals for Professional Development or other School Activities

1. School-related meals at meetings, professional development, and other school activities occur on a regular basis. If the meal is not pre-approved by Principal, the employee runs the risk of bearing the full cost of the meal if it is ultimately denied. For meals to be charged to the School or reimbursable to an employee, the employee must provide the following information: a. Purpose of the meeting or agenda; b. Items ordered as reflected on a detailed receipt; c. Number of individuals in the party; d. Names of the attendees or a sign-in sheet; e. Pre-approval by the Principal
2. For meals during professional development: a. Non-School days, staff may purchase meals for staff for meetings lasting three or more hours. b. On School days, staff may purchase meals or

snacks for staff meetings. Any meals that fall outside of these parameters must be Principal approved.

3. Each department has a budget of \$20/employee/event for meals for team building, professional development and morale. Any meals that fall outside of these parameters must be Principal approved.

# CHAPTER 6

## Interschool Lending and Borrowing Policy

The Board of Directors of Cottonwood Charter School (the “School”) hereby adopts the following policy on borrowing and lending between the School and related public charter schools which operate based upon the “Inspire Education Model” described herein.

### **A. Purpose**

The School may sometimes experience cash shortages as a result of lags in state funding due to rapid growth, delays and deferrals, government revenue reductions, and less than projected average daily attendance, among other reasons. This Interschool Lending and Borrowing Policy authorizes the School to temporarily lend and borrow funds within the School’s charter school network to ensure uninterrupted educational services and to safeguard against funding shortfalls.

### **B. Definitions**

“Authorized Officer” shall mean the Chief Executive Officer of School or his or her designee.

“Board” shall mean the Board of Directors of the School.

“District Office” shall mean Provenance, a nonprofit public benefit corporation doing business as Inspire District Office, which contracts to provide specific goods and task-based services to School.

“Inspire Education Model” or “Inspire model school” means a public charter operating an independent study program based upon the principles of academic flexibility and use of intellectual property licensed by Provenance, developed out of years of experience of Inspire Charter Schools.

“Related School” shall mean the following public charter schools whose operations are based upon the Inspire Education Model: Alder Grove Academy, Clarksville Charter School, Granite Mountain Charter School, Heartland Charter School, Inspire Charter School – Central, Inspire Charter School – Los Angeles, Inspire Charter School – North, Inspire Charter School – Kern, Inspire Charter School – South, Lake View Charter School, Lewis and Clark Charter School, Mission Vista Academy, Monarch River Academy, Pacific Coast Academy, Sequoia Canyon Charter School, The Cottonwood School, Triumph Academy, West Coast Academy, Winship Community School, and such other schools as may be Inspire-model schools of which Inspire Charter Schools was or is a statutory member.

## **C. Interschool Lending & Borrowing**

The School may engage in short-term receivable (borrowing) and payable (lending) funding with Related Schools and the District Office under the following terms and conditions.

### **1. Lending**

If a Related School is experiencing a funding shortfall, and the Authorized Officer determines that the School has sufficient surplus funds, the School may temporarily loan funds to a Related School to cover reasonable and necessary expenses and liabilities arising from Related School's operation of a public charter school based upon the Inspire Education Model. The School has sufficient surplus funds if it has adequate current and projected reserves that will support the School's budgeted spending, and if the loan will not adversely affect the School's status as a going concern or exceed the fiscal year duration.

The School shall make no loans to the District Office. This prohibition shall not prevent the District Office from loaning money to the School or temporarily transferring School funds to Related Schools, so long as these services are performed at the direction of the Authorized Officer under the Board's ultimate decision-making authority. This prohibition does not extend to fees paid by the School to the District Office for goods and services provided.

### **2. Borrowing**

If the School is experiencing a projected funding shortfall, and a Related School or the District Office has sufficient surplus funds, the School may accept a temporary loan from the Related School or from the District Office to cover reasonable and necessary expenses and liabilities arising from the School's operation of a public charter school based upon the Inspire Education Model.

### **3. Procedure**

Requests to loan or borrow funds under the Policy shall be documented in writing by and through the Authorized Officer, according to such procedures as the Authorized Officer may determine are necessary and appropriate, subject to the approval limits imposed herein. The District Office may act as a conduit for the purposes of facilitating the transfer of funds between the School and Related Schools under this policy.

At the Authorized Officer's discretion, approved funding under this policy may be via wire transfer, check, or other approved method.

### **4. Repayment/Reconciliation**

At the end of each fiscal year, the School shall reconcile funds loaned and borrowed under this policy. Funds loaned and borrowed under this policy that are settled or result in a zero balance as of the end of the fiscal year, are not subject to any repayment terms or interest accruals.

Any funds loaned or borrowed under this policy that are not fully repaid as of the close of the fiscal year, may result in and be converted to a loan agreement or other appropriate written instrument in order to formally document the amount owed between the intracompany accounts and the repayment terms.

**D. Authority**

The Board hereby delegates to the Authorized Officer authority to approve loans and borrow funds under this policy in an amount of \$50,000 or less, per transaction and cumulatively, and to take any other actions that are reasonable and necessary to fulfill the purposes of this policy. Any lending or borrowing by the School in an amount greater than \$50,000, per transaction or cumulatively, shall be brought to the Board for approval. The School shall not make any loan to a Related School that will negatively impact the School's own budgeted spending (taking into account current and projected enrollment revenue), affect its status as a going concern, or exceed one (1) year in duration. The School shall not borrow funds from a Related School under repayment terms that will exceed one (1) year in duration. In the event repayment of monies loaned or borrowed will exceed one (1) year, such transaction must be renewed by the Authorized Officer or Board, as applicable.

**E. Accounting**

The identity, origin and source of funds loaned or borrowed under this policy shall remain known and identifiable and the transactions themselves shall be open, auditable and accountable. Funds loaned under this policy to more than one Inspire school shall not be blended or commingled.

The Authorized Officer will cause to be maintained a ledger of all transactions under this policy, which includes amounts, dates and sources of all funds loaned to and borrowed by the School under this policy. The Authorized Officer shall provide the Board with an up-to-date copy of the general ledger at regular Board meetings and upon request.

**F. Supremacy**

This policy shall replace any pre-existing School policies and procedures concerning the subject matter herein and shall supersede any contrary provision in any existing School policies or procedures.

# CHAPTER 7

## Preparation of Payroll

### CONTROL OBJECTIVE

To ensure that payment of salaries and wages are accurately calculated.

#### Major Controls

##### A. Internal Accounting Controls

Time records are periodically reconciled with payroll records by our third party Back-Office.

#### Procedures

1. Employee time sheets are approved by the Principal or Principal's designee. All deviations from normal work schedules as determined by a staff member and their supervisor are approved by the appropriate supervisor.
2. The total time recorded on time and attendance system and the number of employees is calculated by the payroll system and reviewed by the Business Office and the Back-Office provider.
3. Recorded hours from the time clock punches are communicated to the Back-Office electronically.
4. The payroll documents received from payroll software (e.g., calculations, payrolls and payroll summaries) are compared with employee punches, pay rates, payroll deductions, compensated absences etc. by the operations vendor and the Back-Office provider.
5. The Back-Office provider verifies gross pay and payroll deductions.
6. The total hours and number of employees are compared with the totals in the Payroll Register by the Back-Office provider.
7. The Payroll Register is reviewed and approved by the Business Office.

### PAYROLL PAYMENT

#### Control Objective

To ensure payment for salaries and wages by check, direct deposit, cash or other means is made only to employees entitled to receive payment.

## PAYROLL WITHHOLDINGS

### Control Objective

To ensure that payment withholdings are correctly reflected and paid to the appropriate third parties.

### Major Controls

1. Reconciliation of Payment and Payroll Withholdings

Payroll withholdings are recorded in the appropriate General Ledger control accounts and reconciled with payments made to third parties.

2. Internal Accounting Controls

The in-house payroll software calculates payroll withholdings, which are reviewed and verified by the Back-Office provider.

### Procedures

1. The web based payroll software calculates payroll withholdings for each employee. These are summarized by pay period and recorded in General Ledger.
2. Payments for payroll withholdings are reconciled with the amounts recorded in the General Ledger control accounts by the Back-Office provider.
3. The Back-Office provider reviews the accuracy and timeliness of payments made to third parties for payroll withholdings.
4. Original withholding and benefit election forms, maintained in the employee file, are prepared by employee and reviewed and approved on a periodic basis by the Back-Office provider.

## PERSONNEL REQUIREMENTS

### Control Objective

To ensure that the School hires only those employees, full or part-time, it absolutely needs and exerts tight control over hiring new employees.

### Major Controls

## New Employees

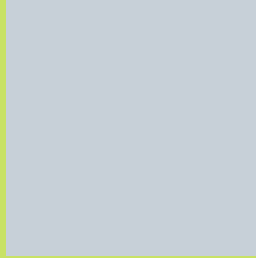
1. Requests for new employees are initiated by the Principal or other appropriate staff member and compared with the approved annual personnel budget.
2. New employees complete an Application for Employment.
3. New employees complete all necessary paperwork for payroll.
4. Employee is fingerprinted. Fingerprint clearance must be received by School before any employee may start work.

## Paid Time Off (PTO)

1. Paid time off (PTO) provides A-Basis (12 Months) school based employees with an entitlement of days away from work with pay.
2. Temporary employees, part time employees, workers being paid short or long-term disability insurance, and workers being paid workers' compensation are not eligible to receive or accumulate PTO.
3. On July 1st all A-Basis (12 Months) school based employees are credited 10 days of PTO which are accumulated throughout the contracted year.
4. PTO will not accumulate during any unpaid leave of absence.
5. Upon separation of employment, employees will be paid their earned PTO based on their date of separation and their hourly rate of pay.
6. The School monitors vacation and sick time using a web-based HR system.

# SARC

## School Accountability Report Card Reported Using Data from the 2018—19 School Year California Department of Education

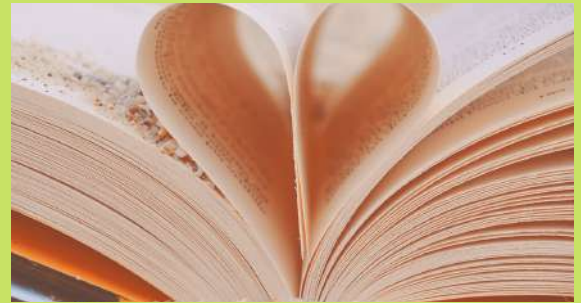


### The Cottonwood School

**Grades TK-12**  
**Julie Haycock, Principal**  
[julie@inspireschools.org](mailto:julie@inspireschools.org)  
(916) 568-9959

**High School Site Based Program**  
**Jodiann Beeson, Principal**  
[jodiann.beeson@cottonwood.school](mailto:jodiann.beeson@cottonwood.school)

**7006 Rossmore Lane**  
**El Dorado Hills, CA 95762**  
**(530) 285-2578**



### BUCKEYE UNION SCHOOL DISTRICT

5049 Robert J Mathews Pkwy  
El Dorado Hills, CA 95762

<https://www.buckeyeusd.org/>

Dr. David Roth, Superintendent  
(530) 677-2261



## **School Accountability Report Card:**

**By February 1 of each year, every school in California is required by state law to publish a School Accountability Report Card (SARC). The SARC contains information about the condition and performance of each California public school. Under the Local Control Funding Formula (LCFF) all local educational agencies (LEAs) are required to prepare a Local Control and Accountability Plan (LCAP), which describes how they intend to meet annual school-specific goals for all pupils, with specific activities to address state and local priorities. Additionally, data reported in an LCAP is to be consistent with data reported in the SARC.**



## **About The Cottonwood School:**

**The Cottonwood School (TCS), a non-profit public charter school located in the Buckeye Union School District, serves students in El Dorado Hills, California.**

**The Cottonwood School seeks to cultivate and prepare students for the 21st century through project-based learning instructional pedagogy coupled with Montessori principles of teaching and learning.**

**We serve students within El Dorado, Placer, Sacramento, Amador, and Alpine counties.**

**The experiences students have at TCS, especially in high school, will mimic real-world expectations and scenarios. TCS gives students at the secondary level those experiences through robust, hands-on project-based learning programs, as well as extracurricular activities which include field trips and fieldwork. We also look at the individual child and personalize his/her learning experience in a collaborative environment. With a low student to teacher ratio, there are more opportunities for greater interaction between staff and students during class time.**

**By the time students graduate from TCS, they will be able to transition into the college life or career they are passionate about.**

**This non profit public charter school has two components: a site based 9-12 high school located in El Dorado Hills, CA and homeschool program.**

# A Word from Our Principals:

## **Grades TK-12 :**

**Dear Cottonwood Families,**

**Welcome! It is our hope that you and your family will find support and encouragement, a variety of homeschool information and resources, and important school contact information on this site.**

**At The Cottonwood School (TCS), we love to share the homeschool heart with those we interact with. We understand that learning is a never-ending adventure and can take place in many different settings and at any time of the day. We believe deeply in the idea of supporting each child's learning style and each parent's teaching style. We value each and every one of our homeschool families and we are here to serve, support, encourage, and inspire community within our school. We are both student and parent-driven and our hope and heart intention is to listen, research, and create a collaborative learning environment that helps ensure the best personalized learning experience for every student and family.**

**Additionally, we understand that without our homeschool families, we wouldn't have a charter school. We will always value and listen to our families' suggestions and opinions and would love to hear from you to ensure that we are achieving our goal of fully supporting our homeschool families. Please give us a call or an email to share your thoughts, ideas, suggestions, and questions with us!**

**Partnering with you,  
Julie Haycock, Principal**

## **High School Site Based Program :**

**Dear Cottonwood Family,**

**The site based Cottonwood High School develops students to be prepared for an increasingly complex, demanding and competitive world. In addition to being influenced by Montessori principles, our school values the skills highlighted by the Partnership for 21st Century Skills: Communication, Collaboration, Critical Thinking, and Creativity.**

**The site based Cottonwood High School's course of study blends= Common Core, project-based learning, and 21st Century Skills with the philosophy of Montessori. Incorporating our values with the spiraling curriculum deepens understanding leading to student agency—where a student has a growth mindset to take charge of their own learning.**

**The site based high school staff supports, advises and coaches students to become lifelong learners, think innovatively and achieve their academic and personal goals through relevant experiences. We strive to engage students in practical and rich real life learning—inside and outside the classroom—locally and globally.**

**By Graduation, all students will:**

- **Plan and participate in one field study a year**
- **Attempt an independent Design Thinking venture**
- **Give multiple presentations including performances to the community**
- **Plan and participate in service learning each year**

**Jodiann Beeson, Principal**

## **Mission Statement**

**The Cottonwood**

**School-TK-12**

**Homestudy provides a flexible personalized learning experience, empowering families to tailor a program designed around the specific needs of each student. In collaboration with highly qualified credentialed teachers, students engage in diverse and dynamic learning pathways and unparalleled enrichment opportunities to achieve personal and academic success.**



## **Vision Statement**

**The Cottonwood School-TK-12**

**Homestudy develops the individual gifts of students to become critical thinkers, responsible citizens, and innovative leaders prepared for academic and real life success in the 21st century.**



## **Mission Statement**

### **The How**

**The Cottonwood High School, influenced by Montessori principles, will provide an innovative, rigorous, self-exploring education through experiential learning, design thinking and meaningful interdisciplinary studies cultivating a growth mindset.**



## **Vision Statement**

### **The Why**

**The Cottonwood High School's vision is to guide our community to love learning, to profoundly contribute to our diverse world and to lead lives of achievement.**



## Demographics



### Student Enrollment by Grade Level (School Year 2018—19)

**Our school opened in Fall 2019.**

### Student Enrollment by Student Group (School Year 2018—19)

Student Group	Percent of Total Enrollment
Black or African American	%
American Indian or Alaska Native	%
Asian	%
Filipino	%
Hispanic or Latino	%
Native Hawaiian or Pacific Islander	%
White	%
Two or More Races	%
Student Group (Other)	Percent of Total Enrollment
Socioeconomically Disadvantaged	%
English Learners	%
Students with Disabilities	%
Foster Youth	%
Homeless	%



## Opportunities for Parental Involvement

The Cottonwood School ensures parents, legal guardians, and teachers have an opportunity to participate in governance of the school. Some of the voting members of the board of directors by parents/guardians. The parent representatives provide insight of students and families as it is related to program planning, design, and implementation. Parents/guardians assist with field trips, community events, and other school related activities.

Parent satisfaction surveys are provided electronically to all parents annually in the spring. The surveys are developed specifically to assess parent input on effectiveness of all aspects of the school from their perspective, related to their experience. The results of the survey are reviewed along with information on program effectiveness from variety of in house assessments such as student and staff engagement surveys, summative and formative assessment data. Survey results are shared with families and community. In addition, the school has partnered with local community organizations and businesses to provide educational workshops, specialty program tracks, and outreach that enrich the students' educational experience.

At the site based Cottonwood High School parent involvement is critical to the success of our school. Parents contribute to our community through Student Led Conferences, WASC Focus Groups, future planning and other community events.

Parents are welcomed to call our school site to become involved (530) 285-2578.



## Internet Access

Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions may include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.





## Teacher Misassignments and Vacant Teacher Positions

Indicator	2017— 18	2018— 19	2019— 20
Misassignments of Teachers of English Learners			0
Total Teacher Misassignments			0
Vacant Teacher Positions			0

## Teacher Credentials

Teachers	School 2017 —18	School 2018 —19	School 2019 —20	District 2019 —20
With Full Credential			117	
Without Full Credential			0	
Teachers Teaching Outside Subject Area of Competence (with full credential)		0	0	

## Professional Development

The site based Cottonwood High School consistently works toward improving teaching practices to ensure effective implementation of the Common Core Standards in math, English, social studies and the Next Generation Science Standards. The site administrator and teachers visit school sites to learn and observe best practices and to gain greater knowledge of Montessori Principles. The counselor attends conferences in the areas of: preparing students for careers and college, dual enrollment, and understanding current requirements to attend two and four year universities. Additionally, early release Wednesdays provide the opportunity for staff to meet in a professional learning community. During weekly collaboration time teachers work together to develop and hone teaching practices, develop interdisciplinary units and use data to monitor student progress. Professional development designed by the administrator includes: research based best practices, project based learning, Montessori principles, building a large Community of Practice.

## Quality, Currency, Availability of Textbooks and Other Instructional Materials (School Year 2019—20)

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
Mathematics	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
Science	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
History-Social Science	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
Foreign Language	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
Health	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.00 %
Visual and Performing Arts	McGraw-Hill ALEKS Edgenuity K12 StrongMind Acellus Odysseyware Lincoln Empowered	Yes	0.0 %

## School Facility Conditions and Planned Improvements

The Cottonwood School takes great efforts to ensure that all school grounds are clean, safe, and functional. To assist in this effort, the school uses the facility survey instrument developed by the State of California OPSC. The results shown for school facilities are in reference to the school grounds. Students are educated through independent study in accordance with the terms of an approved master agreement, the approved charter, and applicable laws. The site based high school is located in El Dorado Hills at 7006 Rossmore Lane. The facilities are clean and modern. The main building consists of four classrooms and an administrative office. An adjacent portable houses our counseling office and staff room.

### School Facility Good Repair Status

Year and month of the most recent FIT report: August 2019

System Inspected	Rating	Repair Needed and Action Taken or Planned
<b>Systems:</b> Gas Leaks, Mechanical/HVAC, Sewer	Good	
<b>Interior:</b> Interior Surfaces	Good	
<b>Cleanliness:</b> Overall Cleanliness, Pest/Vermin Infestation	Good	
<b>Electrical:</b> Electrical	Good	
<b>Restrooms/Fountains:</b> Restrooms, Sinks/Fountains	Good	
<b>Safety:</b> Fire Safety, Hazardous Materials	Good	
<b>Structural:</b> Structural Damage, Roofs	Good	
<b>External:</b> Playground/School Grounds, Windows/Doors/Gates/Fences	Good	



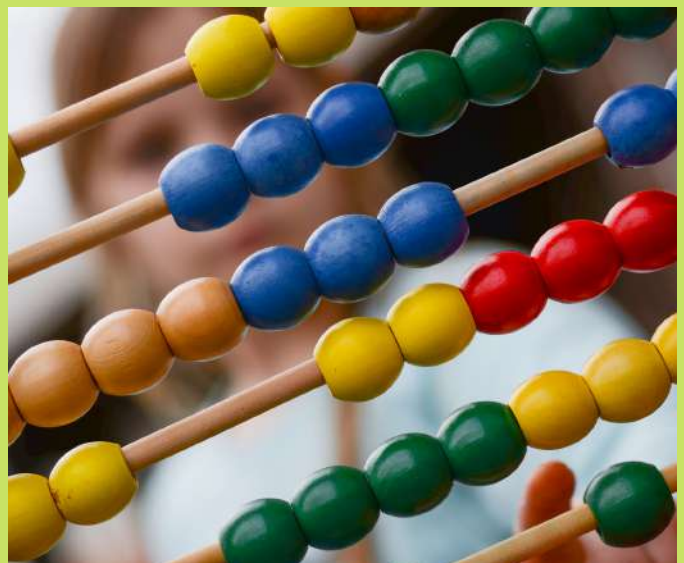
## CAASPP Test Results in ELA and Mathematics for All Students Grades Three through Eight and Grade Eleven Percentage of Students Meeting or Exceeding the State Standard

**Our school opened in the fall of 2019**

Subject	School 2017–18	School 2018–19	District 2017–18	District 2018–19	State 2017–18	State 2018–19
English Language Arts/Literacy (grades 3-8 and 11)					50%	50%
Mathematics (grades 3-8 and 11)					38%	39%

**Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.**

**Note: ELA and Mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.**



**CAASPP Test Results in ELA by Student Group**  
**Grades Three through Eight and Grade Eleven (School Year 2018—19)**

2018-19 SARC - Cottonwood

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students					
Male					
Female					
Black or African American					
American Indian or Alaska Native					
Asian					
Filipino					
Hispanic or Latino					
Native Hawaiian or Pacific Islander					
White					
Two or More Races					
Socioeconomically Disadvantaged					
English Learners					
Students with Disabilities					
Students Receiving Migrant Education Services					
Foster Youth					
Homeless					

Note: ELA test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

Last updated: 1/29/2020



2018-19 SARC - Cottonwood

**CAASPP Test Results in Mathematics by Student Group**  
**Grades Three through Eight and Grade Eleven (School Year 2018—19)**

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students					
Male					
Female					
Black or African American					
American Indian or Alaska Native					
Asian					
Filipino					
Hispanic or Latino					
Native Hawaiian or Pacific Islander					
White					
Two or More Races					
Socioeconomically Disadvantaged					
English Learners					
Students with Disabilities					
Students Receiving Migrant Education Services					
Foster Youth					
Homeless					

Note: Mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3–Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

Last updated: 1/29/2020

2018-19 SARC - Cottonwood

**CAASPP Test Results in Science for All Students**  
**Grades Five, Eight and High School**  
**Percentage of Students Meeting or Exceeding the State Standard**

Subject	School 2017–18	School 2018–19	District 2017–18	District 2018–19	State 2017–18	State 2018–19
Science (grades 5, 8, and high school)	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: This is a placeholder for the California Science Test (CAST) which was administered operationally during the 2018–19 school year. However, these data are not available for inclusion in the 2018–19 SARC posting due February 1, 2020. These data will be included in the 2019–20 SARC posting due February 1, 2021.

Last updated: 1/29/2020

## Career Technical Education (CTE) Participation (School Year 2018—19)

Our school opened in fall of 2019

Measure	CTE Program Participation
Number of Pupils Participating in CTE	
Percent of Pupils that Complete a CTE Program and Earn a High School Diploma	--
Percent of CTE Courses that are Sequenced or Articulated Between the School and Institutions of Postsecondary Education	--

*Last updated: 1/29/2020*

## Courses for University of California (UC) and/or California State University (CSU) Admission

Our school opened in the fall of 2019

UC/CSU Course Measure	Percent
2018—19 Pupils Enrolled in Courses Required for UC/CSU Admission	--
2017—18 Graduates Who Completed All Courses Required for UC/CSU Admission	--



## California Physical Fitness Test Results (School Year 2018—19)

Our school opened in the fall of 2019

Grade Level	Percentage of Students Meeting Four of Six Fitness Standards	Percentage of Students Meeting Five of Six Fitness Standards	Percentage of Students Meeting Six of Six Fitness Standards
-------------	--	--	---

Note: Percentages are not calculated and double dashes (--) appear in the table when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

*Last updated: 1/29/2020*

## Advanced Placement (AP) Courses (School Year 2018—19)

2018-19 SARC - Cottonwood

Our school opened in the fall of 2019

Subject	Number of AP Courses Offered*	Percent of Students In AP Courses
Computer Science		N/A
English		N/A
Fine and Performing Arts		N/A
Foreign Language		N/A
Mathematics		N/A
Science		N/A
Social Science		N/A
All Courses		—

Note: Cells with N/A values do not require data.

\*Where there are student course enrollments of at least one student.



## School Safety Plan (School Year 2019—20)

The Cottonwood School has a Comprehensive Safety Plan which is reviewed, updated, and discussed every fall before school resumes. The safety plan includes emergency procedures and contact information, evacuation routes, incident command system procedures, and an injury and illness prevention plan.

The site based high school's Community Handbook outlines the expectations for students as well as provide a framework for disciplinary infractions. The handbook can be found on the school's website (<https://cottonwood.school/school-info/community-handbook>).

Last updated: 1/29/2020

## Dropout Rate and Graduation Rate (Four-Year Cohort Rate)

Our school opened in the fall of 2019

Indicator	School 2015–16	District 2015–16	State 2015–16
Dropout Rate	--	--	9.70%
Graduation Rate	--	--	83.80%

Indicator	School 2016–17	School 2017–18	District 2016–17	District 2017–18	State 2016–17	State 2017–18
Dropout Rate	--	--	--	0.00%	9.10%	9.60%
Graduation Rate	--	--	--	100.00%	82.70%	83.00%

## Suspensions and Expulsions

Our school opened in the fall of 2019

Rate	School 2016–17	School 2017–18	School 2018–19	District 2016–17	District 2017–18	District 2018–19	State 2016–17	State 2017–18	State 2018–19
Suspensions	--	--	--	1.60%	1.60%	1.30%	3.60%	3.50%	3.50%
Expulsions	--	--	--	0.00%	0.00%	0.00%	0.10%	0.10%	0.10%

Last updated: 1/29/2020





## Ratio of Academic Counselors to Pupils (School Year 2018—19)

2018-19 SARC - Cottonwood

We opened in the fall of 2019

Title	Ratio**
Counselors*	

\*One Full Time Equivalent (FT E) equals one staff member working full time; one FT E could also represent two staff members who each work 50 percent of full time.

\*\*Average Number of Pupils per Counselor

## Student Support Services Staff (School Year 2018—19)

We opened in the fall of 2019

Title	Number of FTE* Assigned to School
Counselor (Academic, Social/Behavioral or Career Development)	
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	
Social Worker	
Nurse	
Speech/Language/Hearing Specialist	
Resource Specialist (non-teaching)	
Other	

\*One Full Time Equivalent (FT E) equals one staff member working full time; one FT E could also represent two staff members who each work 50 percent of full time.

Last updated: 1/29/2020

## Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2017—18)

2018-19 SARC - Cottonwood

Our school opened in the fall of 2019

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	--	--	--	--
District	N/A	N/A	--	\$75112.00
Percent Difference - School Site and District	N/A	N/A	--	--
State	N/A	N/A	\$7506.64	\$77619.00
Percent Difference - School Site and State	N/A	N/A	--	--

Note: Cells with N/A values do not require data.

Last updated: 1/29/2020



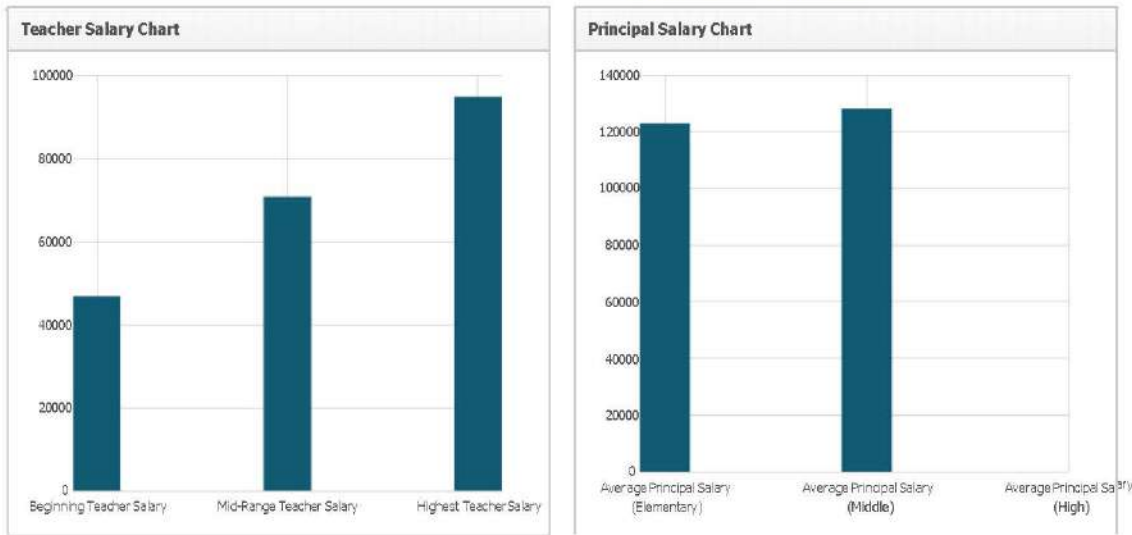
2018-19 SARC - Cottonwood

## Teacher and Administrative Salaries (Fiscal Year 2017—18)

The "District" information is for our authorizing district—we opened in the fall of 2019

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$46,804	\$49,378
Mid-Range Teacher Salary	\$70,694	\$77,190
Highest Teacher Salary	\$94,745	\$96,607
Average Principal Salary (Elementary)	\$122,979	\$122,074
Average Principal Salary (Middle)	\$128,139	\$126,560
Average Principal Salary (High)	\$	\$126,920
Superintendent Salary	\$167,569	\$189,346
Percent of Budget for Teacher Salaries	39.00%	36.00%
Percent of Budget for Administrative Salaries	6.00%	6.00%

For detailed information on salaries, see the CDE Certificated Salaries & Benefits web page at <https://www.cde.ca.gov/ds/fd/csl/>.



Last updated: 1/29/2020

2018-19 SARC - Cottonwood

## Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2017—18)

Our school opened in the fall of 2019

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	--	--	--	--
District	N/A	N/A	--	\$75112.00
Percent Difference - School Site and District	N/A	N/A	--	--
State	N/A	N/A	\$7506.64	\$77619.00
Percent Difference - School Site and State	N/A	N/A	--	--

Note: Cells with N/A values do not require data.

## **Board Meeting Calendar**

- 2-18-20 - 6:30 pm
- 3-3-20 - 6:30 pm
- 4-21-20 – 6:30 pm
- 5-19-20 – 6:30 pm
- 6-16-20 - 6:30 pm