



El Camino Charter High School

Board Meeting

Date and Time

Thursday October 19, 2017 at 4:30 PM PDT

Location

El Camino Real Charter High School, Library, 5440 Valley Circle Boulevard, Woodland Hills, CA 91367

BOARD MEETING

For board meeting materials, please go to the school's main office, or call (818) 595-7500. Some board meeting materials are also posted in the school's website (<http://ecrchs.net/ecr-board/>).

INSTRUCTIONS FOR PRESENTATIONS TO THE BOARD BY PARENTS AND CITIZENS

El Camino Real Alliance ("ECRA") welcomes your participation at ECRA's Board meetings. The purpose of a public meeting of the Board of Directors ("Board") is to conduct the affairs of ECRA in public. Your participation assures us of continuing community interest in our charter school. To assist you in the ease of speaking/ participating in our meetings, the following guidelines are provided:

1. Agendas are available to all audience members at the door to the meeting.
2. "Request to Speak" forms are available to all audience members who wish to speak on any agenda items or under the general category of "Oral Communications." "Oral Communications" is set aside for members of the audience to raise issues that are not specifically on the agenda. However, due to public meeting laws, the Board can only listen to your issue, not respond or take action. These presentations are limited to three (3) minutes and total time allotted to non-agenda items will not exceed twenty-five (25) minutes. The Board may give direction to staff to respond to your concern or you may be offered the option of returning with a citizen-requested item.
3. You may also complete a "Request to Speak" form to address the Board on Agenda items. With regard to such agenda items, you may specify that agenda item on your "Request to Speak" form and you will be given an opportunity to speak for up to three (3) minutes before the item, and total time allocated to agenda items will not exceed six (6) minutes for a discussion item and nine (9) minutes per vote item.
4. When addressing the Board, speakers are requested to state their name and adhere to the time limits set forth.
5. Any public records relating to an agenda item for an open session of the Board which are distributed to all, or a majority of all, of the Board members shall be available for public inspection at 5440 Valley Circle Blvd., Woodland Hills, California, 91367.

Consent Agenda: All matters listed under the consent agenda are considered by the Board to be routine and will be approved/enacted by the Board in one motion in the form listed below. Unless specifically requested by a Board member for further discussion or removed from the agenda,

there will be no discussion of these items prior to the Board votes on them. The Executive Director recommends approval of all consent agenda items.

In compliance with the Americans with Disabilities Act (ADA) and upon request, El Camino Real Alliance may furnish reasonable auxiliary aids and services to qualified individuals with disabilities. Requests for disability related modifications or accommodations shall be made 24 hours prior to the meeting to Daniel Chang, in person, by email at d.chang@ecrchs.net, or by calling (818) 595-7537.

Agenda

	Purpose	Presenter	Time
I. Opening Items			4:30 PM
A. Call the Meeting to Order		Jonathan Wasser	1 m
B. Record Attendance and Guests		Daniel Chang	1 m
C. Pledge of Allegiance		Diane Wynne	1 m
D. Public Comments		Public	15 m
E. Staff Update		Daniel Chang	5 m
F. UTLA Update		Carlos Monroy	5 m
G. Committee Reports/Updates	Discuss	Jonathan Wasser	5 m
II. Consent			5:03 PM
A. Approve Minutes of September 14, 2017 Annual and Regular Board Meeting	Approve Minutes	Diane Wynne	5 m
Approve minutes for Board Meeting on September 14, 2017			
III. Financial			5:08 PM
A. Review and Vote on August 2017 Check Registers	Vote	Chang Patel of EdTec	10 m
B. August 2017 Financial Update	Discuss	Chang Patel of EdTec	30 m
C. Discuss and Vote on 2016-17 Unaudited Actuals	Vote	Chang Patel of EdTec	10 m
D. Discuss and Vote on Modified 2017-18 Budget	Vote	Alan Darby	15 m
IV. School Business			6:13 PM
A. Update on Closing the Achievement Gap	Discuss	Lisa Ring, Alan Darby	15 m
B. AEGIS Update	Discuss	AEGIS Team Member and Suki Dhillon	10 m
Update in changeover from NAEROK to AEGIS security. Update regarding security training, emergency preparedness and related issues.			

- C.** Presentation on California Dashboard Local Priorities Discuss Lisa Ring and Daniela Vargas 10 m
- D.** Tech Update Discuss Daniela Vargas 10 m
 Update on the school's ongoing technology needs.
- E.** Update on Student Support Services Discuss Charne Tunson 10 m
- F.** Discuss and Vote on Modifying Fiscal Policies and Procedures Vote Daniel Chang 10 m

Staff recommends modifying Fiscal Policies and Procedures to allow Smart & Final credit card holder to increase monthly spending limit to \$1,000.00 (page 8, 4th bullet point in attached FPP), and to provide for up to three (3) Board members on the Travel Committee (page 14, paragraph 1.b under Travel).

- G.** Implement FCMAT Recommendations Regarding Charitable Funds Management (Possible Vote) Vote Alan Darby 15 m

Staff to prepare a plan using FCMAT recommendations. Plan should include physical security of donated funds; a chain of command for requesting funds; a protocol for intake of donations; sample forms to record funds and earmarks; a tracking system for funds/earmarks; who decides distribution; and a written step-by-step guide for requesting funds (to include role of the ECRCHS Board and the Board's Travel Committee).

Possible vote if Board accepts plans that are presented.

- H.** Discuss FCMAT Letter Discuss Alan Darby 10 m
 FCMAT's letter from its initial visit made certain recommendations; discuss the recommendations and ways to implement same.
- I.** Update on Accounting for Team and Club accounts Discuss Alan Darby and Susan Kim 15 m

Presentation to report that provides a detailed list of all accounts administered by ECRCHS on behalf of clubs, teams and other entities. This should include bank name, account name, primary beneficiary (team or club); amount, credits and debits, specific earmarks and any other relevant details.

- J.** Designate a staff Member to Oversee Team and Club Account Management Vote Alan Darby 5 m
 This will include account monitoring; credit and debits; monitoring earmarks and overseeing the management of the accounts and disbursement requests.
- K.** Approve Certification of Signatures Vote Daniel Chang 5 m
 LA County of Education requires a Certification of Signatures form, identifying all Board members as well as all staff members authorized to sign notices of employment, contracts, and orders drawn on the school's accounts.
- L.** UTLA Initial Proposal Discuss Jonathan Wasser 5 m
Public Hearing: United Teachers Los Angeles's Initial Proposal for reopener negotiations on behalf of certificated employees of El Camino Real Charter High School.

V. Closed Session

8:13 PM

Cover Sheet

Approve Minutes of September 14, 2017 Annual and Regular Board Meeting

Section: II. Consent
Item: A. Approve Minutes of September 14, 2017 Annual and Regular Board Meeting
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting on September 14, 2017

APPROVED



El Camino Charter High School

Minutes

Board Meeting

Date and Time

Thursday September 14, 2017 at 4:30 PM

Location

El Camino Real Charter High School, Library, 5440 Valley Circle Boulevard, Woodland Hills, CA 91367

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Directors Present

Bruce Takeguma, Darin Ryburn, Diane Wynne, Jonathan Wasser, Julie Kornack, Lisa Crosthwait, Steven Kofahl

Directors Absent

Beatriz Chen, Scott Silverstein

Guests Present

Daniel Chang

I. Opening Items

A. Call the Meeting to Order

Jonathan Wasser called a meeting of the board of directors of El Camino Charter High School to order on Thursday Sep 14, 2017 @ 4:37 PM at El Camino Real Charter High School, Library, 5440 Valley Circle Boulevard, Woodland Hills, CA 91367.

B. Record Attendance and Guests

C. Pledge of Allegiance

Diane Wynne led the Pledge of Allegiance.

D. Public Comments

There were no public comments.

E. Executive Director Update

Several emails and requests were received from Board members asking the Executive Director to talk about attendance. We currently have 3,575 students, which is similar to the what we had last year. We did not hire any new staff, so the budget can handle this though we will not have the same reserves as we had previously. But if the enrollment drops any further, we will have to look to see if any cuts are necessary.

To get close to the 3,800 student limit, we are going to have a booth at the Encino Chamber of Commerce Fair. We will also go to the local middle schools.

At the Fair and at the middle schools, we will have pamphlets for the different programs the school offers. We are also going to post the job opening for Marketing Director and post it on EdJoin and Indeed.

The 2016-2017 yearbook was inducted into the Gallery of Excellence for the Walsworth Corporation.

Regarding overall class size data: Computers 30:1; English 31:1; English Electives 22:1; Art 32:1; Music 26:1; Drama 40:1; Math 37:1; World Languages 35:1; Science 37:1; Health Careers and College Readiness 38:1; Career Technology 26:1; Social Studies 38:1; P.E. 38:1; and Student Services 13:1.

Those are good numbers, but more buildings would be necessary to improve those numbers. The previous Board discussed putting in two-story classrooms where the T buildings are.

Mr. Fluker and Ms. Freitag set up an assembly to remember 9/11. Two NYPD first responders were invited, which was very memorable for the students.

F. UTLA Update

UTLA's bargaining team has been selected, and the certificated staff is being surveyed to prioritize the needs and the issues that they want addressed at the next bargaining. They plan to attend the next Board meeting to sunshine their items.

Pleased to report continuing positive collaboration with the administration.

UTLA condemns the Trump administration's decision to end DACA. UTLA will join the rest of the union organizers to show their protest. We do not ask the student's immigration status, as a matter of policy. We are a sanctuary school.

Mr. Monroy stated that officials cannot come onto school absent a warrant. (Mr. Ryburn later noted that this was incorrect; that law enforcement officials can come onto campus, provided they fill out the proper form and follow procedures.)

II. Consent

A. Approve Minutes of August 23, 2017 Brown Act And Comprehensive Training Meeting

Darin Ryburn made a motion to approve minutes from the Brown Act and Comprehensive Training on 08-23-17.

Steven Kofahl seconded the motion.

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

B. Approve Minutes of August 24, 2017 Annual and Regular Board Meeting

Darin Ryburn made a motion to approve minutes from the Annual Meeting and Regular Board Meeting on 08-24-17.

Steven Kofahl seconded the motion.

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

III. Financial

A. Review and Vote on July 2017 Check Registers

Darin Ryburn made a motion to approve the July 2017 Check Registers.

Lisa Crosthwait seconded the motion.

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

B. July 2017 Financial Update

The forecast in the EdTec presentation had to be revised due to the Lifetime Benefits. The increase is covered by decreasing some expenses and using the actual expenditures rather than the budgeted amounts. The current budget shows a more realistic view of our expenses.

There is also a cash reserve that is not being used, of about \$12M. Using the reserves and good financial management, we can fully fund the Lifetime Benefits.

C. Discuss and Vote on Increasing Contribution to Lifetime Benefits Trust

The actuary calculated the amount needed to fully fund Lifetime Benefits. The forecast is projected out over 15 years. Assuming we keep it at \$1.2M this year, we would have to contribute \$360,000.00 per month (\$4.32M per year) for the next 14 years. The revised financials discussed in III.B. identifies that we have the cash flow and the reserves, and the CBO believes we can do this.

The Board requested that the monthly financial updates includes a separate page identifying the amount contributed.

Darin Ryburn made a motion to increase contributions to the Lifetime Benefits Trust up to a maximum of \$4,325,000 per fiscal year, with the monthly amount to be flexible.

Julie Kornack seconded the motion.

The motion did not carry.

Roll Call

Bruce Takeguma Aye
 Steven Kofahl Aye
 Beatriz Chen Absent
 Lisa Crosthwait Aye
 Jonathan Wasser Aye
 Diane Wynne Aye
 Julie Kornack Aye
 Darin Ryburn Aye
 Scott Silverstein Absent

IV. School Business

A. Discuss and Possible Vote on Lifetime Benefits for Certain Employees

Mr. Hussey expressed that he can not begin to describe how much the 3 employees have contributed to the school, so he would advocate voting for this.

Mr. Darby advised that the cost of the contributions to these 3 employees have been calculated. The most it would cost to pay their premiums for lifetime benefits would be a combined total of \$11,297 per year (with one year alone it would be about \$13,000 total).

Darin Ryburn made a motion to provide Lifetime Benefits for the three employees.

Lisa Crosthwait seconded the motion.

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

Roll Call

Diane Wynne Aye
 Julie Kornack Aye
 Darin Ryburn Aye
 Bruce Takeguma Aye
 Jonathan Wasser Aye
 Lisa Crosthwait Aye
 Scott Silverstein Absent
 Steven Kofahl Aye
 Beatriz Chen Absent

B. Update on Closing the Achievement Gap

To provide math support and reading support classes, the school is looking to develop either a period 7 or Saturday school with stakeholder input to create the best program that will ensure the most attendance. To identify those who need this support, MAP testing scores and grades will be reviewed. For those who need transportation, monthly bus passes will be provided.

C. Discuss and Vote on Change to College Readiness Block Grant

The original budget did not properly separate summer school time. The biggest change to the proposed budget is with out-of-class AP prep class; teachers who wish to conduct an AP test prep class must present a proposal to the administration identifying how his/her class will meet the needs of the Free and Reduced Price Meal students to receive a portion of this budget. The revised budget also deletes food (\$10,000) and A-G posters (\$1,800). As a result, the difference between the prior budget and the proposed budget is just \$175.00. Steven Kofahl made a motion to approve the revised College Readiness Block Grant Budget.

Bruce Takeguma seconded the motion.

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

Roll Call

Steven Kofahl	Aye
Bruce Takeguma	Aye
Darin Ryburn	Aye
Lisa Crosthwait	Aye
Jonathan Wasser	Aye
Scott Silverstein	Absent
Beatriz Chen	Absent
Diane Wynne	Aye
Julie Kornack	Aye

D. Discuss and Vote On Clarifying Language Allowing Retired Employees to Serve on Board

The By-Laws could be interpreted as precluding anyone who is receiving lifetime benefits from serving on the Board, as that person could potentially be considered as having a financial interest in the school.

Mr. Ryburn stated that he did not see the need to modify the By-Laws, that all other conversion charters in the area had the same language in their By-Laws and there did not seem to be an issue.

Ms. Wynne stated that she was working at El Camino when the school went charter, and it was expressed that all employees could potentially serve on the Board after they had retired, and she hoped the By-Laws would reflect that.

The Board requested that the language be drafted to clarify this for consideration by the Board. The motion was tabled.

E. Discuss and Vote on Terminating Relationship With NAEROK

NAEROK has undergone significant changes since they were first approved for construction management and safety officer services. This includes turnover in project managers and key staff. With the retention of a new project manager to oversee the Shoup property, and because of NAEROK's inability to provide full staffing for our safety officer needs, staff believes it would be prudent to sever ties at this time.

Darin Ryburn made a motion to terminate the relationship with NAEROK for both construction management and safety services, immediately if possible with the staff's discretion.

Lisa Crosthwait seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

Julie Kornack Aye
Jonathan Wasser Aye
Diane Wynne Aye
Bruce Takeguma Aye
Beatriz Chen Absent
Scott Silverstein Absent
Steven Kofahl Aye
Lisa Crosthwait Aye
Darin Ryburn Aye

F. Discuss and Vote On Retaining AEGIS Security Services

Staff recommended retaining AEGIS Security Services. They provide overnight security services for Granada Hills High School, and were recommended by the facilities director there. The cost would be slightly higher compared to NAEROK, but not significantly so.

Darin Ryburn made a motion to retain AEGIS Security Services as our campus safety officer provider.

Steven Kofahl seconded the motion.

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

Roll Call

Lisa Crosthwait Aye
Scott Silverstein Absent
Steven Kofahl Aye
Bruce Takeguma Aye
Julie Kornack Aye
Diane Wynne Aye
Darin Ryburn Aye
Beatriz Chen Absent
Jonathan Wasser Aye

G. Discuss Board Participation at Upcoming Charter Conferences

CCSA's annual conference is in March 2018 in San Diego. There is also a national conference that typically occurs in June.

Board members who are interested in attending should contact CCO Daniel Chang to discuss attendance; staff to review FPP and other relevant material to determine policies for paying for the fees for registration, hotel, etc., for Board members.

V. Governance

A. Adopt Resolution Re Authority to Sign Contracts

Bruce Takeguma made a motion to approve the Resolution Re Authority to Sign Contracts.

Lisa Crosthwait seconded the motion.

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

Roll Call

Jonathan Wasser Aye
Scott Silverstein Absent
Julie Kornack Aye
Steven Kofahl Aye
Diane Wynne Aye
Beatriz Chen Absent

Bruce Takeguma Aye
Darin Ryburn Aye
Lisa Crosthwait Aye

B. Discuss Creation of Committees

Ms. Crosthwait requested the creation of a committee to oversee the Shoup property. Ms. Crosthwait agreed to lead the Shoup Property Committee, with Mr. Takeguma and Mr. Silverstein as members. The Committee shall be *ad hoc* and shall only last until 30 days after Shoup opens or until June 30, 2018, whichever occurs first.

Mr. Ryburn, on behalf of Ms. Chen who is absent, requested the creation of a Technology Committee. Ms. Chen shall lead the Committee, with Ms. Crosthwait and Ms. Wynne as members. The Technology Committee shall be *ad hoc* and shall last until June 30, 2018.

Mr. Wasser requested the creation of a Safety Committee, to oversee the quality of the Campus Safety Officers, as well as the campus property emergency preparedness. Mr. Ryburn will lead the Safety Committee, which shall be *ad hoc* and last until June 30, 2018.

Mr. Wasser requested the creation of a Travel Committee, which complies with the terms of the FPP. Ms. Chen will lead the Travel Committee along with Mr. Silverstein. This shall be a standing committee that conforms to the Brown Act.

C. Discuss and Possible Action on Having a Board Treasurer

The Board discussed the merits of having a Board member also serve as Treasurer, apart from the Chief Business Officer/Chief Financial Officer. Mr. Ryburn stated that he was fine serving the role of a Treasurer but on an informal basis, without having to be given a title.

VI. Closing Items

A. Adjourn Meeting

Diane Wynne made a motion to adjourn the meeting.

Darin Ryburn seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:30 PM.

Respectfully Submitted,
Daniel Chang

Cover Sheet

Review and Vote on August 2017 Check Registers

Section: III. Financial
Item: A. Review and Vote on August 2017 Check Registers
Purpose: Vote
Submitted by:
Related Material: August_2017_Check_Registers.xlsx

Cover Sheet

August 2017 Financial Update

Section: III. Financial
Item: B. August 2017 Financial Update
Purpose: Discuss
Submitted by:
Related Material: August 2017 Financial Exhibits.pdf
October Board Presentation - mr - 2017.10.19 - 2.pdf

1861701	El Camino Real Chrtr HS					0.00
	FY 2017 Unaudited Actual Report					
	FI Charter Schools - Fund 62					
	DUE DATE - AUGUST 4, 2017					
	NOTE: PLEASE DO NOT INSERT COLUMNS OR ROWS OR CHANGE ANY CODES IN THE TABLE					
	BALANCE SHEET - FULL ACCRUAL					FY2017 UNAUDITED ACTUALS
	A) ASSETS			Object Codes		As of June 30, 2017
1)	Cash					
	a) In County Treasury (don't put your \$ here if they are not in LACOE)			9110		-
	1) Fair Value Adjustment to Cash in County Treasury			9111		-
	b) In Banks			9120		\$11,084,194.50
	c) In Revolving Fund			9130		-
	d) with Fiscal Agent			9135		-
	e) collection awaiting deposit			9140		-
2)	Investments			9150		\$5,965,971.78
3)	Accounts Receivable			9200		\$1,851,339.83
4)	Due from Grantor Government			9290		-
5)	Due from Other Funds			9310		-
6)	Stores			9320		-
7)	Prepaid Expenditures			9330		\$200,114.07
8)	Other Current Assets			9340		-
9)	Fixed Assets:					
	a) Land			9410		\$2,019,963.89
	b) Land Improvements			9420		\$168,345.25
	c) Less - Accumulated Depreciation-Land Improvements			9425		(156,840.75)
	d) Buildings			9430		\$1,798,560.69
	e) Less - Accumulated Depreciation-Buildings			9435		(230,453.36)
	f) Equipment			9440		\$1,063,550.04
	g) Less - Accumulated Depreciation-Equipment			9445		(769,594.27)
	h) Work in Progress			9450		\$611,207.11
	10) TOTAL ASSETS					23,606,358.78
	B. DEFERRED OUTFLOWS OF RESOURCES					
1)	Deferred Outflows Of Resources			9490		-
2)	TOTAL DEFERRED OUTFLOWS					-
	C. LIABILITIES					
1)	Accounts Payable			9500		\$1,930,559.53
2)	Due to Grantor Governments			9590		\$16,643.00
3)	Due to Other Funds			9610		-
4)	Current Loans			9640		-
5)	Unearned Revenue			9650		\$540,000.00
6)	Long-Term Liabilities:					
	a) Net Pension Liability			9663		-
	b) NET OPEB Obligation			9664		\$24,320,174.00
7)	TOTAL LIABILITIES					26,807,376.53
	D. DEFERRED INFLOWS OF RESOURCES					
1)	Deferred Inflows of Resources			9690		-
2)	TOTAL DEFERRED INFLOWS					-
	E. NET POSITION, June 30					(3,201,017.75)
	DIFF BET. END NET POSITION & FUND EQTY (this should be zero)					0.00

				ENDING NET POSITION CARRY FORWARD TO NEXT FY		THIS LINE SHOULD EQUAL TO ZERO (GREEN SHADED COLUMNS)		
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION								
							FY2017 UNAUDITED ACTUALS	
							As of 6/30/17	
				Object Codes				
A. REVENUES (Summary-see details below)								37,405,481.21
1)	LCFF Sources		8010-8099				30,036,780.00	
2)	Federal Revenue		8100-8299				1,185,119.89	
3)	Other State Revenue		8300-8599				4,099,666.84	
4)	Other Local Revenue		8600-8799				2,083,914.48	
5)	TOTAL REVENUES						37,405,481.21	
B. EXPENSES (Summary-see details below)								34,650,873.60
1)	Certificated Salaries		1000-1999				14,590,232.58	
2)	Classified Salaries		2000-2999				3,443,023.73	
3)	Employee Benefits		3000-3999				8,900,949.28	
4)	Books & Supplies		4000-4999				1,925,356.37	
5)	Services and Other Operating Expenses		5000-5999				5,318,191.26	
6)	Depreciation		6000-6999				172,815.52	
7)	Other Outgo (excluding Transfers of indirect Costs		7100-7299, 7400-7499				-	
8)	Other Outgo - Transfers of Indirect Costs		7300-7399				300,304.86	
9)	TOTAL EXPENSES						34,650,873.60	
C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER FINAN								2,754,607.61
D. OTHER FINANCING SOURCES/USES								-
1)	Interfund Transfers							
a)	Transfers In		8900-8929					
b)	Transfers Out		7600-7629					
2)	Other Sources/Uses							
a)	Sources		8930-8979				-	
b)	Uses		7630-7699				-	
3)	Contributions		8980-8999				-	
4)	TOTAL OTHER FINANCING SOURCES/USES						-	
E. NET INCREASE (DECREASE) IN NET POSITION								2,754,607.61
F. NET POSITION								(5,955,625.36)
1)	Beginning Net Position							
a)	As of July 1 (based on unaudited actuals from PY)		9791				17,194,986.65	
b)	Audit Adjustments		9793				962,376.35	
c)	As of July 1 - Audited						18,157,363.00	
d)	Other Restatements		9795				(24,112,988.36)	
e)	Adjusted Beginning Net Position (per audited FS)						(5,955,625.36)	
2)	Ending Net Position, June 30						(3,201,017.75)	
Components of Ending Net Position								
a)	Net Investment in Capital Assets		9796				-	
b)	Restricted Net Position		9797				262,054.88	
c)	Unrestricted Net Position		9790				(3,463,072.63)	

				FY2017 UNAUDITED ACTUALS
REVENUES (DETAILS)				
		SACS Object	Resource Codes	As of 6/30/17
1)	LCFF SOURCES			
	Principal Apportionment			
	State Aid - Current Year	8011	0000	17,656,591.00
	State Aid - Prior Years	8019	0000	6,294.00
	Education Protection Account State Aid (EPA) - Current Year	8012	1400	5,185,794.00
	LCFF Transfers			
	Transfers to Charter Schools in lieu of Property Taxes	8096	0000	7,188,101.00
	TOTAL LCFF SOURCES			30,036,780.00
2)	FEDERAL REVENUE			
	Maintenance and Operations	8110	0000/5810	
	Special Ed: IDEA Basic Local Assistance - Current Year	8181	3310	654,310.44
	Child Nutrition Programs	8220	5310	281,629.23
	NCLB: Title I, Part A Basic Grts Low-Inc & N	8290	3010	226,213.00
	NCLB:TII, Part A, Educator Quality	8290	4035	5,662.00
	Med-Cal Billing Option (Medical Assistance	8290	5640	16,771.04
	All Other Federal Revenues:	8290	5810	534.18
	Others (please insert description below)			
	Prior Year - Not accrued			534.18
	TOTAL FEDERAL REVENUE			1,185,119.89
3)	OTHER STATE REVENUE			
	Other State Apportionments			
	Special Education AB602 - Current Year	8311	6500	1,907,050.77
	Special Education AB602 - Prior Years	8311	6500	
	All Other State Apportionments - Prior Years	8319	6500	33,424.03
	Child Nutrition: School Lunch Programs	8520	5310	21,273.41
	Mandated Costs Reimbursement	8550	0000	915,126.00
	Lottery: Unrestricted (Non Prop 20)	8560	1100	483,058.86
	State Lottery- Instructional Materials-Prop 20	8560	6300	150,955.90
	College Readiness Block Grant	8590	7338	128,552.00
	All Other State Revenue:	8590	7810	460,225.87
	Others (please insert description below)			
	Prior Year			
	All Other State Revenue			460,225.87
	TOTAL OTHER STATE REVENUE			4,099,666.84
4)	OTHER LOCAL REVENUE			
	Sales			
	Food Service Sales	8634	5310	161,289.59
	Interest	8660	0000	8,223.60
	Net Increase (Decrease) in the Fair Value of Invest	8662	0000	(27,971.77)
	All Other Local Revenue:	8689	0000	1,942,223.06
	Grants/Donations			-
	Fund Raising/Others			-
	All Other Local			1,942,223.06
	Prior Year			
	From Districts or Charter Schools (pul	8791	6500	150.00
	TOTAL OTHER LOCAL REVENUE			2,083,914.48
	TOTAL REVENUES			37,405,481.21

Expenses by Sub-object					FY2017 UNAUDITED ACTUALS
			SACS Object	FUNCTION	As of 6/30/17
1)	CERTIFICATED SALARIES				
		Teachers' Salaries	1100	1000	11,990,609.93
		Librarians	1200	2420	-
		Guidance, Welfare, & Counseling Services	1200	3110	-
		Pupil Support Salaries	1200	3140	1,353,880.05
		Supervisors' and Administrators' Salaries	1300	2700	970,111.02
		Other Certificated Salaries	1900	7200	275,631.58
		TOTAL CERTIFICATED SALARIES			14,590,232.58
2)	CLASSIFIED SALARIES				
		Classified Instructional Salaries	2100	1000	897,609.72
		Classified Supervisors' and Administrators' Salaries	2300	2100	499,594.49
		Clerical, Technical and Office Salaries	2400	2700	887,852.80
		Classified Transportation Salaries	2200	3600	-
		Classified Food Services Salaries	2200	3700	-
		Classified Maintenance & Operations Salaries	2200	8100	1,070,449.00
		Other Classified Salaries	2900	7200	87,517.72
		TOTAL CLASSIFIED SALARIES			3,443,023.73
3)	EMPLOYEE BENEFITS				
		EE Ben - STRS - Certificated			1,827,681.76
		EE Ben - STRS - Certificated - Instruction	3101	1000	1,502,033.57
		EE Ben - STRS - Certificated - Instructional	3101	2420	-
		EE Ben - STRS - Certificated - School Administration	3101	2700	121,523.37
		EE Ben - STRS - Certificated - Guidance & Counseling	3101	3110	-
		EE Ben - STRS - Certificated - Health Services	3101	3140	169,597.15
		EE Ben - STRS - Certificated - Other General	3101	7200	34,527.68
		EE Ben - PERS - Classified			417,459.40
		EE Ben - PERS - Classified - Instruction	3202	1000	108,833.29
		EE Ben - PERS - Classified - Instructional	3202	2100	60,574.78
		EE Ben - PERS - Classified - School Administration	3202	2700	107,650.29
		EE Ben - PERS - Classified - Pupil Transportation	3202	3600	-
		EE Ben - PERS - Classified - Food Services	3202	3700	-
		EE Ben - PERS - Classified - Plant Maintenance	3202	8100	129,789.69
		EE Ben - PERS - Classified - Other General	3202	7200	10,611.34
		EE Ben - OASDI Medicare - Certificated			211,558.37
		EE Ben - OASDI Medicare - Certificated - Instruction	3301	1000	173,863.84
		EE Ben - OASDI Medicare - Certificated - Instructional	3301	2420	-
		EE Ben - OASDI Medicare - Certificated - School Administration	3301	2700	14,066.61
		EE Ben - OASDI Medicare - Certificated - Guidance & Counseling	3301	3110	-
		EE Ben - OASDI Medicare - Certificated - Health Services	3301	3140	19,631.26
		EE Ben - OASDI Medicare - Certificated - Other General	3301	7200	3,996.66
		EE Ben - OASDI Medicare - Classified			238,279.53
		EE Ben - OASDI Medicare - Classified - Instruction	3302	1000	62,120.40
		EE Ben - OASDI Medicare - Classified - Instructional	3302	2100	34,575.17
		EE Ben - OASDI Medicare - Classified - School Administration	3302	2700	61,445.16
		EE Ben - OASDI Medicare - Classified - Pupil Transportation	3302	3600	-
		EE Ben - OASDI Medicare - Classified - Food Services	3302	3700	-
		EE Ben - OASDI Medicare - Classified - Plant Maintenance	3302	8100	74,082.00
		EE Ben - OASDI Medicare - Classified - Other General	3302	7200	6,056.79
		EE Ben - Retirement in Lieu of OASDI - Classified			17,001.74
		EE Ben - Retirement in Lieu of OASDI - Classified - Instruction	3302	1000	4,432.42
		EE Ben - Retirement in Lieu of OASDI - Classified - Instructional	3302	2100	2,467.01
		EE Ben - Retirement in Lieu of OASDI - Classified - School Administration	3302	2700	4,384.24
		EE Ben - Retirement in Lieu of OASDI - Classified - Pupil Transportation	3302	3600	-
		EE Ben - Retirement in Lieu of OASDI - Classified - Food Services	3302	3700	-
		EE Ben - Retirement in Lieu of OASDI - Classified - Plant Maintenance	3302	8100	5,285.90
		EE Ben - Retirement in Lieu of OASDI - Classified - Other General	3302	7200	432.16
		EE Ben - Health & Welfare Benefits - Certificated			2,979,668.90
		EE Ben - Health & Welfare Benefits - Certificated - Instruction	3401	1000	2,448,764.77
		EE Ben - Health & Welfare Benefits - Certificated - Instructional	3401	2420	-
		EE Ben - Health & Welfare Benefits - Certificated - School Administration	3401	2700	198,119.50
		EE Ben - Health & Welfare Benefits - Certificated - Guidance & Counseling	3401	3110	-
		EE Ben - Health & Welfare Benefits - Certificated - Health Services	3401	3140	276,494.17
		EE Ben - Health & Welfare Benefits - Certificated - Other General	3401	7200	56,290.46
		EE Ben - Health & Welfare Benefits - Classified			703,146.48
		EE Ben - Health & Welfare Benefits - Classified - Instruction	3402	1000	183,313.03
		EE Ben - Health & Welfare Benefits - Classified - Instructional	3402	2100	102,028.95

			EE Ben - Health & Welfare Benefits - Class	3402	2700	181,320.44
			EE Ben - Health & Welfare Benefits - Class	3402	3600	-
			EE Ben - Health & Welfare Benefits - Class	3402	3700	-
			EE Ben - Health & Welfare Benefits - Class	3402	8100	218,610.88
			EE Ben - Health & Welfare Benefits - Class	3402	7200	17,873.18
			EE Ben - Unemployment Insurance - Certificated			7,477.07
			EE Ben - Unemployment Insurance - Cert -	3501	1000	6,144.84
			EE Ben - Unemployment Insurance - Cert -	3501	2420	-
			EE Ben - Unemployment Insurance - Cert -	3501	2700	497.15
			EE Ben - Unemployment Insurance - Cert -	3501	3110	-
			EE Ben - Unemployment Insurance - Cert -	3501	3140	693.82
			EE Ben - Unemployment Insurance - Cert -	3501	7200	141.25
			EE Ben - Unemployment Insurance - Classified			1,764.45
			EE Ben - Unemployment Insurance - Class	3502	1000	460.00
			EE Ben - Unemployment Insurance - Class	3502	2100	256.03
			EE Ben - Unemployment Insurance - Class	3502	2700	455.00
			EE Ben - Unemployment Insurance - Class	3502	3600	-
			EE Ben - Unemployment Insurance - Class	3502	3700	-
			EE Ben - Unemployment Insurance - Class	3502	8100	548.57
			EE Ben - Unemployment Insurance - Class	3502	7200	44.85
			EE Ben - Workers' Compensation - Certificated			153,473.18
			EE Ben - Workers' Compensation - Cert - In	3601	1000	126,128.01
			EE Ben - Workers' Compensation - Cert - In	3601	2420	-
			EE Ben - Workers' Compensation - Cert - S	3601	2700	10,204.50
			EE Ben - Workers' Compensation - Cert - G	3601	3110	-
			EE Ben - Workers' Compensation - Cert - H	3601	3140	14,241.33
			EE Ben - Workers' Compensation - Cert - O	3601	7200	2,899.34
			EE Ben - Workers' Compensation - Classified			36,216.82
			EE Ben - Workers' Compensation - Class - I	3602	1000	9,441.87
			EE Ben - Workers' Compensation - Class - I	3602	2100	5,255.18
			EE Ben - Workers' Compensation - Class - S	3602	2700	9,339.23
			EE Ben - Workers' Compensation - Class - f	3602	3600	-
			EE Ben - Workers' Compensation - Class - f	3602	3700	-
			EE Ben - Workers' Compensation - Class - f	3602	8100	11,259.94
			EE Ben - Workers' Compensation - Class - C	3602	7200	920.59
			EE Ben - OPEB, Allocated - Certificated			1,961,138.34
			EE Ben - OPEB, Allocated - Cert - Instructio	3701	1000	1,568,910.67
			EE Ben - OPEB, Allocated - Cert - School A	3701	2700	196,113.83
			EE Ben - OPEB, Allocated - Cert - Pupil Tra	3701	3600	-
			EE Ben - OPEB, Allocated - Cert - Food Ser	3701	3700	-
			EE Ben - OPEB, Allocated - Cert - Plant Ma	3701	8100	98,056.92
			EE Ben - OPEB, Allocated - Cert - Other Ge	3701	7200	98,056.92
			EE Ben - OPEB, Allocated - Classified			346,083.24
			EE Ben - OPEB, Allocated - Class - Instructi	3702	1000	276,866.59
			EE Ben - OPEB, Allocated - Class - Instructi	3702	2100	-
			EE Ben - OPEB, Allocated - Class - School	3702	2700	34,608.32
			EE Ben - OPEB, Allocated - Class - Pupil Tr	3702	3600	-
			EE Ben - OPEB, Allocated - Class - Food Se	3702	3700	-
			EE Ben - OPEB, Allocated - Class - Plant M	3702	8100	17,304.16
			EE Ben - OPEB, Allocated - Class - Other G	3702	7200	17,304.16
			TOTAL EMPLOYEE BENEFITS			8,900,949.28

4)	BOOKS AND SUPPLIES				
	Approved Textbooks and Core Curricula Ma	4100	1000		42,689.86
	Books and Other Reference Materials	4200	1000		8,213.41
	Materials and Supplies	4300	1000		663,428.55
	Noncapitalized Equipment	4400	1000		478,187.34
	Other Supplies	4300	2700		190,752.56
	Pupil Transportation Supplies	4300	3600		-
	Food Service Supplies	4700	3700		542,084.65
	TOTAL BOOKS AND SUPPLIES				1,925,356.37
5)	SERVICES AND OTHER OPERATING EXPENSES				
	Travel and Conferences - Instruction	5200	1000		58,269.16
	Travel and Conference - School Administrat	5200	2700		58,269.16
	Due and Memberships - Instruction	5300	1000		44,504.64
	Due and Memberships - School Administrati	5300	2700		178,018.56
	Insurance - Other General Administration	5400	7200		181,091.00
	Operations and Housekeeping Services	5500	8100		844,284.31
	Rentals/Leases/Repairs&Noncapitalized Imp	5600	8100		77,264.71
	Rentals/Leases/Repairs&Noncapitalized Imp	5600	8700		695,382.40
	Professional Consulting Services& Operatin	5800	1000		626,516.36
	Professional Consulting Services& Operatin	5800	2100		1,566,290.90
	Professional Consulting Services& Operatin	5800	7200		626,516.36
	Professional Consulting Services& Operatin	5800	8100		313,258.18
	Communications - School Administration	5900	2700		38,820.42
	Communications - Other General Administrat	5900	7200		9,705.11
	TOTAL SERVICES AND OTHER OPERATING EXPENSES				5,318,191.26
6)	DEPRECIATION				
	Depreciation Expense - Instruction	6900	1000		155,533.97
	Depreciation Expense - Instructional Superv	6900	2100		17,281.55
	TOTAL DEPRECIATION				172,815.52
7)	OTHER OUTGO (excluding Transfers of Indirect Costs)				
	Tuition				
	Tuition for Instruction Under Interdistrict Atte	7110	9200		-
	Tuition, Excess Costs, and/or Deficit Payments				
	Payments to Districts or Charter School	7141	9200		-
	Payments to County Offices	7142	9200		-
	Payments to JPAs	7143	9200		-
	Other Transfers Out				
	All Other Transfers	7281-7283	9200		-
	All Other Transfers Out to All Others	7299	9200		-
	Debt Service				
	Debt Service-Interest	7438	9100		-
	TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)				-
	OTHER OUTGO-TRANSFERS OF INDIRECT COSTS				
	Transfers of Indirect Cost	7310	7210		-
	Transfers of Indirect Cost-Interfund	7350	7210		-
	TOTAL, OTHER OUTGO-TRANSFERS OF INDIRECT COSTS				-
8)	Direct Support/Indirect Costs/All Other Financing Uses				
	Indirect Cost (total charter school supervisc	5800	2700		300,304.86
	Indirect Cost (total charter school supervisc	5800	7200		-
	TOTAL INDIRECT COST (OVERSIGHT FEES)				300,304.86
	All Other Financing Uses	7699	9100		-
	TOTAL EXPENSES				34,650,873.60

**El Camino Real Charter High School
Income Statement
As of Aug FY2018**

	Actual		YTD Actual YTD	Budget					
	Jul	Aug		Approved Budget	Previous Forecast	Current Forecast	Current Forecast	Budget vs. Forecast	Forecast Remaining
SUMMARY									
Revenue									
LCFF Entitlement	431,322	1,788,012	2,219,334	31,567,559	31,065,296	31,065,296	-	(502,263)	28,845,962
Federal Revenue	39,781	79,562	119,343	1,372,196	1,347,519	1,449,279	101,760	77,083	1,329,937
Other State Revenues	116,264	320,528	436,792	3,592,430	4,502,560	4,502,560	-	910,130	4,065,767
Local Revenues	638,408	152,722	791,130	1,180,000	1,676,175	1,678,352	2,177	498,352	887,222
Fundraising and Grants	-	-	-	-	-	-	-	-	-
Total Revenue	1,225,775	2,340,824	3,566,599	37,712,185	38,591,550	38,695,487	103,937	983,301	35,128,888
Expenses									
Compensation and Benefits	1,937,689	2,333,170	4,270,859	27,035,148	29,509,857	29,641,540	(131,684)	(2,606,392)	25,370,681
Books and Supplies	42,457	559,385	601,842	3,211,611	2,925,532	2,925,532	-	286,079	2,323,690
Services and Other Operating Expenditures	350,904	385,936	736,840	5,987,231	5,973,309	5,973,405	(96)	13,826	5,236,565
Depreciation	-	-	-	750,867	750,867	750,867	-	-	750,867
Other Outflows	6,528	3,862	10,390	-	-	-	-	-	(10,390)
Total Expenses	2,337,579	3,282,353	5,619,932	36,984,858	39,159,565	39,291,345	(131,780)	(2,306,487)	33,671,413
Operating Income	(1,111,804)	(941,529)	(2,053,333)	727,328	(568,015)	(595,858)	(27,843)	(1,323,185)	1,457,475
Fund Balance									
Beginning Balance (Unaudited)				19,305,995	(3,201,018)	(3,201,018)			
Operating Income				727,328	(568,015)	(595,858)			
Ending Fund Balance				20,033,323	(3,769,032)	(3,796,876)			

**El Camino Real Charter High School
Income Statement
As of Aug FY2018**

	Actual		YTD	Budget					
	Jul	Aug	Actual YTD	Approved Budget	Previous Forecast	Current Forecast	Current Forecast	Budget vs. Forecast	Forecast Remaining
KEY ASSUMPTIONS									
Enrollment Summary									
9-12				3,755	3,680	3,680	-	(3,755)	
Total Enrolled				3,755	3,680	3,680	-	(3,755)	
ADA %									
9-12				95.0%	95.0%	95.0%	0.0%	0.0%	
Average ADA %				95.0%	95.0%	95.0%	0.0%	0.0%	
ADA									
9-12				3,472.3	3,417.0	3,417.0	-	(55.3)	
Total ADA				3,472.3	3,417.0	3,417.0	-	(55.3)	

**El Camino Real Charter High School
Income Statement
As of Aug FY2018**

	Actual		YTD	Budget					
	Jul	Aug	Actual YTD	Approved Budget	Previous Forecast	Current Forecast	Current Forecast	Budget vs. Forecast	Forecast Remaining
REVENUE									
LCFF Entitlement									
8011 Charter Schools General Purpose Entitlement - State Aid	-	925,440	925,440	19,311,159	19,046,150	19,046,150	-	(265,008)	18,120,710
8012 Education Protection Account Entitlement	-	-	-	5,089,780	4,966,524	4,966,524	-	(123,256)	4,966,524
8019 State Aid - Prior Years	36	-	36	-	36	36	-	36	-
8096 Charter Schools in Lieu of Property Taxes	431,286	862,572	1,293,858	7,166,620	7,052,585	7,052,585	-	(114,034)	5,758,727
SUBTOTAL - LCFF Entitlement	431,322	1,788,012	2,219,334	31,567,559	31,065,296	31,065,296	-	(502,263)	28,845,962
Federal Revenue									
8181 Special Education - Entitlement	39,781	79,562	119,343	669,623	668,946	668,946	-	(677)	549,604
8220 Child Nutrition Programs	-	-	-	336,000	312,000	312,000	-	(24,000)	312,000
8290 No Child Left Behind	-	-	-	11,286	11,286	11,286	-	-	11,286
8291 Title I	-	-	-	225,287	225,287	292,822	67,535	67,535	292,822
8292 Title II	-	-	-	30,000	30,000	64,225	34,225	34,225	64,225
8299 All Other Federal Revenue	-	-	-	100,000	100,000	100,000	-	-	100,000
SUBTOTAL - Federal Revenue	39,781	79,562	119,343	1,372,196	1,347,519	1,449,279	101,760	77,083	1,329,937
Other State Revenue									
8381 Special Education - Entitlement (State)	116,264	232,528	348,792	1,955,293	1,955,071	1,955,071	-	(223)	1,606,279
8520 Child Nutrition - State	-	-	-	24,000	24,000	24,000	-	-	24,000
8550 Mandated Cost Reimbursements	-	-	-	142,241	646,995	646,995	-	504,754	646,995
8560 State Lottery Revenue	-	-	-	656,255	662,898	662,898	-	6,643	662,898
8590 All Other State Revenue	-	88,000	88,000	-	433,959	433,959	-	433,959	345,959
8593 Prop 39 Energy	-	-	-	814,640	779,637	779,637	-	(35,003)	779,637
SUBTOTAL - Other State Revenue	116,264	320,528	436,792	3,592,430	4,502,560	4,502,560	-	910,130	4,065,767
Local Revenue									
8634 Food Service Sales	3,303	12,140	15,443	180,000	174,000	174,000	-	(6,000)	158,557
8660 Interest	2,175	2,177	4,352	-	2,175	4,352	2,177	4,352	-
8690 Other Local Revenue	608,849	155,061	763,910	1,000,000	1,500,000	1,500,000	-	500,000	736,090
8699 All Other Local Revenue	-	-	-	-	-	-	-	-	-
8999 Uncategorized Revenue	24,082	(16,656)	7,425	-	-	-	-	-	(7,425)
SUBTOTAL - Local Revenue	638,408	152,722	791,130	1,180,000	1,676,175	1,678,352	2,177	498,352	887,222
Fundraising and Grants									
SUBTOTAL - Fundraising and Grants	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	1,225,775	2,340,824	3,566,599	37,712,185	38,591,550	38,695,487	103,937	983,301	35,128,888

**El Camino Real Charter High School
Income Statement
As of Aug FY2018**

	Actual		YTD	Budget					
	Jul	Aug	Actual YTD	Approved Budget	Previous Forecast	Current Forecast	Current Forecast	Budget vs. Forecast	Forecast Remaining
EXPENSES									
Compensation & Benefits									
Certificated Salaries									
1100 Teachers Salaries	819,397	1,053,701	1,873,097	11,221,839	11,221,839	11,221,839	-	-	9,348,742
1101 Teacher - Stipends	-	-	-	255,000	255,000	255,000	-	-	255,000
1150 NBC Stipend	12,095	18,839	30,934	135,000	135,000	135,000	-	-	104,066
1160 Auxilary & Summer School	165,685	15,983	181,669	400,000	400,000	400,000	-	-	218,331
1170 Coverage	-	4,126	4,126	75,000	75,000	75,000	-	-	70,874
1180 Extra Hours & Tutoring	1,390	3,266	4,656	100,000	100,000	100,000	-	-	95,344
1190 PD & LCAP	11,424	20,587	32,011	130,000	130,000	130,000	-	-	97,989
1200 Certificated Pupil Support Salaries	107,175	111,049	218,225	1,308,627	1,308,627	1,308,627	-	-	1,090,402
1300 Certificated Supervisor & Administrator Salaries	77,619	77,619	155,238	779,258	779,258	779,258	-	-	624,020
1900 Certificated Other Salaries	23,150	21,548	44,697	245,635	245,635	245,635	-	-	200,938
SUBTOTAL - Certificated Salaries	1,217,935	1,326,718	2,544,653	14,650,359	14,650,359	14,650,359	-	-	12,105,707
Classified Salaries									
2100 Classified Instructional Aide Salaries	19,979	45,801	65,780	1,163,425	1,163,425	1,163,425	-	-	1,097,646
2200 Classified Support Salaries	55,763	82,525	138,288	940,547	940,547	940,547	-	-	802,259
2300 Classified Supervisor & Administrator Salaries	155,621	34,313	189,934	622,527	490,020	611,328	(121,308)	11,199	421,394
2400 Classified Clerical & Office Salaries	35,223	79,424	114,647	1,192,144	1,098,405	1,098,405	-	93,739	983,759
2900 Classified Other Salaries	10,419	14,367	24,786	162,735	162,735	162,735	-	-	137,949
SUBTOTAL - Classified Salaries	277,005	256,429	533,434	4,081,378	3,855,132	3,976,440	(121,308)	104,938	3,443,006
Employee Benefits									
3100 STRS	171,908	186,296	358,204	2,114,047	2,114,047	2,114,047	-	-	1,755,843
3200 PERS	21,475	34,892	56,367	492,244	457,105	457,105	-	35,138	400,738
3300 OASDI-Medicare-Alternative	32,891	37,867	70,759	463,966	446,658	455,764	(9,106)	8,202	385,006
3400 Health & Welfare Benefits	115,214	286,182	401,397	3,746,690	3,702,611	3,702,611	-	44,079	3,301,214
3500 Unemployment Insurance	742	786	1,528	9,366	9,252	9,309	(57)	57	7,780
3600 Workers Comp Insurance	-	-	-	187,317	185,055	186,268	(1,213)	1,049	186,268
3700 Retiree Benefits	100,000	200,000	300,000	1,250,000	4,055,439	4,055,439	-	(2,805,439)	3,755,439
3900 Other Employee Benefits	259	3,445	3,704	5,584	-	-	-	5,584	(3,704)
SUBTOTAL - Employee Benefits	442,491	749,468	1,191,958	8,269,213	10,970,167	10,980,543	(10,376)	(2,711,330)	9,788,585
Books & Supplies									
4100 Approved Textbooks & Core Curricula Materials	-	61,040	61,040	374,461	500,000	500,000	-	(125,539)	438,960
4200 Books & Other Reference Materials	7,189	-	7,189	43,174	42,591	42,591	-	583	35,402
4300 Materials & Supplies	-	-	-	55,134	55,134	55,134	-	-	55,134
4325 Instructional Materials & Supplies	12,842	108,811	121,652	317,608	312,263	312,263	-	5,345	190,611
4330 Office Supplies	420	2,532	2,952	211,017	211,017	211,017	-	-	208,066
4345 Non Instructional Student Materials & Supplies	10,354	41,384	51,737	545,217	534,527	534,527	-	10,690	482,789
4400 Noncapitalized Equipment	11,653	345,619	357,271	1,065,000	670,000	670,000	-	395,000	312,729
4710 Student Food Services	-	-	-	600,000	600,000	600,000	-	-	600,000
SUBTOTAL - Books and Supplies	42,457	559,385	601,842	3,211,611	2,925,532	2,925,532	-	286,079	2,323,690

**El Camino Real Charter High School
Income Statement
As of Aug FY2018**

	Actual		YTD	Budget					
	Jul	Aug	Actual YTD	Approved Budget	Previous Forecast	Current Forecast	Current Forecast	Budget vs. Forecast	Forecast Remaining
Services & Other Operating Expenses									
5200 Travel & Conferences	8,393	20,952	29,344	103,000	103,000	103,000	-	-	73,656
5300 Dues & Memberships	138,862	71,941	210,803	186,284	186,284	186,284	-	-	(24,518)
5400 Insurance	-	-	-	206,524	206,524	206,524	-	-	206,524
5500 Operations & Housekeeping	52,024	32,084	84,108	916,100	916,100	916,100	-	-	831,992
5520 Security	888	21,576	22,464	378,000	378,000	378,000	-	-	355,536
5605 Equipment Leases	923	5,862	6,785	93,644	93,644	93,644	-	-	86,859
5610 Rent	2,816	-	2,816	463,500	463,500	463,500	-	-	460,684
5616 Repairs and Maintenance - Computers	-	-	-	60,000	60,000	60,000	-	-	60,000
5631 Other Rentals, Leases and Repairs 1	4,244	17,373	21,616	324,981	324,981	324,981	-	-	303,365
5809 Banking Fees	1,900	1,581	3,481	64,147	64,147	64,147	-	-	60,666
5812 Business Services	2,973	21,483	24,456	204,860	204,860	204,860	-	-	180,404
5815 Consultants - Instructional	11,465	16,475	27,939	475,033	475,033	475,033	-	-	447,094
5820 Consultants - Non Instructional - Custom 1	14,226	30,381	44,607	348,500	348,500	348,500	-	-	303,894
5824 District Oversight Fees	18,018	36,037	54,055	315,676	310,653	310,653	-	5,023	256,598
5830 Field Trips Expenses	6,048	4,924	10,973	309,000	309,000	309,000	-	-	298,027
5833 Fines and Penalties	-	60	60	-	-	60	(60)	(60)	-
5845 Legal Fees	75	8,814	8,889	250,000	250,000	250,000	-	-	241,111
5848 Licenses and Other Fees	-	-	-	45,000	45,000	45,000	-	-	45,000
5851 Marketing and Student Recruiting	-	1,540	1,540	10,609	10,609	10,609	-	-	9,069
5857 Payroll Fees	-	-	-	39,090	39,090	39,090	-	-	39,090
5861 Prior Yr Exp (not accrued)	51,118	23,808	74,926	100,000	100,000	100,000	-	-	25,074
5872 Special Education Encroachment	31,209	62,418	93,627	559,283	550,384	550,384	-	8,899	456,757
5884 Substitutes	5,467	-	5,467	425,000	425,000	425,000	-	-	419,533
5898 Bad Debt Expense	-	36	36	-	-	36	(36)	(36)	-
5900 Communications	256	8,593	8,849	109,000	109,000	109,000	-	-	100,151
SUBTOTAL - Services & Other Operating Exp.	350,904	385,936	736,840	5,987,231	5,973,309	5,973,405	(96)	13,826	5,236,565
Capital Outlay & Depreciation									
6900 Depreciation	-	-	-	750,867	750,867	750,867	-	-	750,867
SUBTOTAL - Capital Outlay & Depreciation	-	-	-	750,867	750,867	750,867	-	-	750,867
Other Outflows									
7999 Uncategorized Expense	6,528	3,862	10,390	-	-	-	-	-	(10,390)
SUBTOTAL - Other Outflows	6,528	3,862	10,390	-	-	-	-	-	(10,390)
TOTAL EXPENSES	2,337,320	3,281,798	5,619,118	36,950,660	39,125,367	39,257,147	(131,780)	(2,306,487)	33,638,029

**El Camino Real Charter High School
Monthly Cash Forecast
As of Aug FY2018**

	2017-18												Forecast	Remaining Balance
	Actuals & Forecast													
	Jul Actuals	Aug Actuals	Sep Forecast	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast		
Beginning Cash	11,084,195	10,744,534	9,220,020	6,886,320	7,083,779	6,188,866	5,257,878	5,579,934	6,327,586	5,656,905	6,207,847	6,153,879		
REVENUE														
LCFF Entitlement	431,322	1,788,012	1,500,452	3,494,087	2,240,840	2,240,858	3,494,087	2,693,563	2,247,873	3,466,271	2,247,873	2,247,891	31,065,296	2,972,165
Federal Revenue	39,781	79,562	104,041	79,041	171,124	104,041	79,041	212,883	98,400	73,400	165,483	98,400	1,449,279	144,083
Other State Revenue	116,264	320,528	177,508	193,182	342,332	193,182	193,182	1,253,366	176,694	176,694	833,043	176,694	4,502,560	349,891
Other Local Revenue	638,408	152,722	68,017	91,023	91,023	91,023	91,023	91,023	91,023	91,023	91,023	91,023	1,678,352	-
Fundraising & Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	1,225,775	2,340,824	1,850,019	3,857,333	2,845,319	2,629,104	3,857,333	4,250,834	2,613,990	3,807,388	3,337,422	2,614,008	38,695,487	3,466,139
EXPENSES														
Certificated Salaries	1,217,935	1,326,718	350,048	1,318,248	1,318,248	1,318,248	1,300,152	1,300,152	1,300,152	1,300,152	1,300,152	1,300,152	14,650,359	(0)
Classified Salaries	277,005	256,429	327,184	346,202	346,202	346,202	346,202	346,202	346,202	346,202	346,202	346,202	3,976,440	0
Employee Benefits	442,749	750,023	1,311,235	987,554	987,088	987,088	987,938	984,680	984,680	966,752	966,752	658,201	11,014,741	-
Books & Supplies	42,457	559,385	140,778	188,198	209,021	193,881	296,312	229,720	119,834	132,708	151,718	661,520	2,925,532	-
Services & Other Operating Expenses	350,904	385,936	754,570	491,667	491,667	491,667	491,667	554,422	490,226	490,226	490,226	490,226	5,973,405	-
Capital Outlay & Depreciation	-	-	187,717	62,572	62,572	62,572	62,572	62,572	62,572	62,572	62,572	62,572	750,867	0
Other Outflows	6,528	3,862	(10,390)	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	2,337,579	3,282,353	3,061,142	3,394,442	3,414,799	3,399,659	3,484,844	3,477,749	3,303,667	3,298,613	3,317,623	3,518,874	39,291,345	-
Operating Cash Inflow (Outflow)	(1,111,804)	(941,529)	(1,211,124)	462,892	(569,480)	(770,555)	372,489	773,084	(689,677)	508,775	19,799	(904,867)	(595,858)	3,466,139
Revenues - Prior Year Accruals	1,393,263	337,464	120,612	-	-	-	-	-	-	-	-	-	-	-
Other Assets	200,114	3,620	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets	(4,421)	(311,092)	(440,373)	(403,386)	(463,386)	(298,386)	(188,386)	(163,386)	(118,957)	(95,786)	(211,719)	(211,719)	-	-
Due To (From)	8,557	(10,988)	(214,619)	-	-	-	-	-	-	-	-	-	-	-
Expenses - Prior Year Accruals	(244,122)	(49,446)	(657,397)	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	(105,248)	(516,810)	(140,486)	-	-	-	-	-	-	-	-	-	-	-
Other Liabilities	(476,000)	(64,000)	237,953	137,953	137,953	137,953	137,953	137,953	137,953	137,953	137,953	137,953	-	-
Ending Cash	10,744,534	9,220,020	6,886,320	7,083,779	6,188,866	5,257,878	5,579,934	6,327,586	5,656,905	6,207,847	6,153,879	5,175,247		

El Camino Real Charter High School Financial Update

CHANG PATEL & MILADA RAKIJIAN
OCTOBER 19, 2017

edtec 



Contents



1. 2016-17 Unaudited Actuals
2. 2017-18 Current - August Forecast
3. Financial Exhibits

2016-17 Unaudited Actuals

Subject to changes



FY 16-17 Year-End Net Income (Unaudited Actuals)

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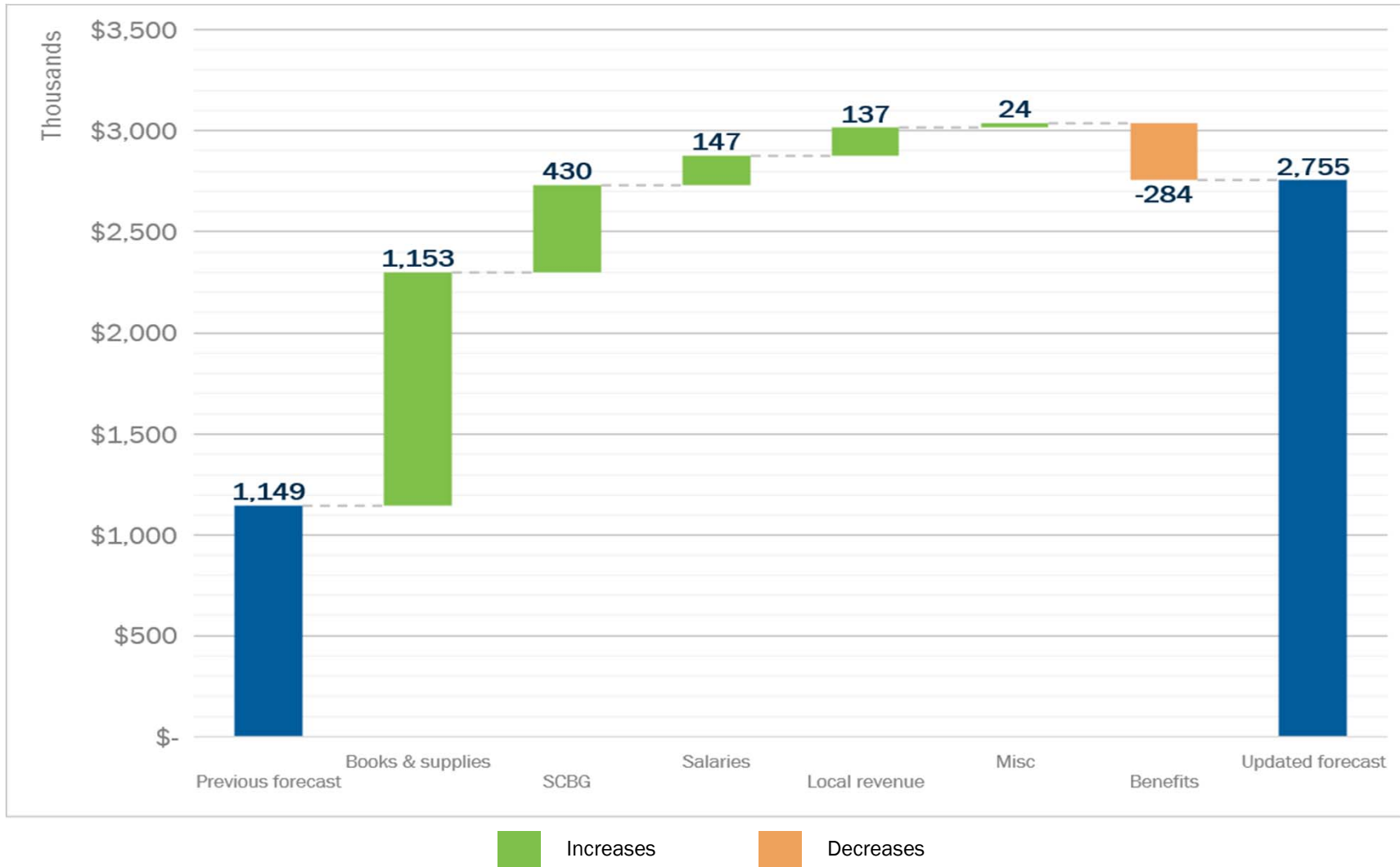
Final operating income improved due to lower expenses than forecast; however, fund balance decreased due to restatements for lifetime benefits.

		2016/17	2016/17	Variance
		Previous Forecast	Unaudited Actuals	
Revenue	LCFF Entitlement	30,008,398	30,036,780	28,382
	Federal Revenue	1,247,519	1,185,120	(62,399)
	Other State Revenues	3,629,195	4,099,667	470,472
	Local Revenues	1,947,206	2,083,914	136,709
	Fundraising and Grants	-	-	-
	Total Revenue	36,832,317	37,405,481	573,164
Expenses	Comp and Benefits	26,796,373	26,934,206	(137,833)
	Books and Supplies	3,078,066	1,925,356	1,152,710
	Services and Other Ops	5,666,383	5,618,496	47,887
	Depreciation	142,863	172,816	(29,952)
	Total Expenses	35,683,685	34,650,874	1,032,812
	Operating Income	1,148,632	2,754,608	1,605,976
Fund Balance	Beginning Balance (Unaudited)	17,194,987	17,194,987	
	Audit Adjustment	962,376	962,376	
	Other Restatements	-	(24,112,988)	
	Operating Income	1,148,632	2,754,608	
Ending Fund Balance (incl. Depreciation)		19,305,995	(3,201,018)	

FY 16-17 Unaudited Actuals: How We Did



Net income stronger than forecast primarily due to unspent expenses



2016-17 Monthly Cash Balance



ECR ended the year with \$11.1M compared to \$7.5M in FY 15-16.



2016-17 Balance Sheet Year to Date



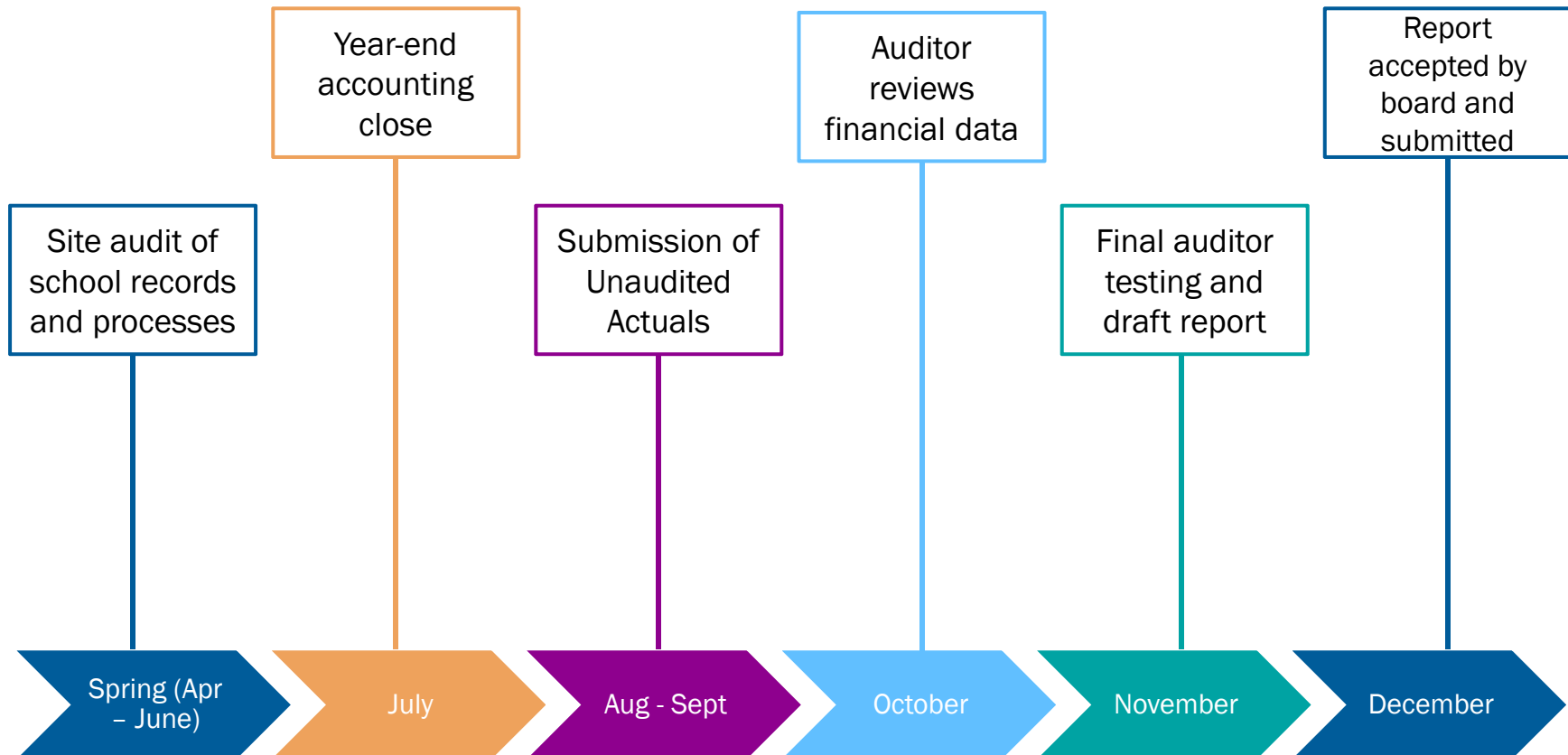
What ECR owns and owes as of most recent monthly close

		6/30/2017	6/30/2016	YTD CHANGE
Assets	Cash Balances	11,084,195	7,481,424	3,602,771
	Accounts Receivable	1,851,340	3,305,922	(1,454,582)
	Prepays and Other Assets	200,114	371,574	(171,460)
	Fixed Assets, Net	4,504,739	4,061,608	443,131
	Investments	5,965,972	5,195,254	770,718
	Due to/from other	-	-	-
	Total Assets	23,606,359	20,415,781	3,190,578
Liabilities & Equity	Accounts Payable	950,965	1,192,174	521,336
	Current Liabilities	762,545	215,256	18,436
	Due to Grantor Governments/Others	233,693	-	-
	Deferred Revenue	540,000	850,988	(310,988)
	Loans and other payables	24,320,174	-	24,320,174
	Beginning Net Assets - Audited	18,157,363	14,357,676	(20,313,301)
	Other Restatements	(24,112,988)	-	-
	Net Income (Loss) to Date	2,754,608	3,799,687	(1,045,079)
	Total Liabilities & Equity	23,606,359	20,415,781	3,190,578

Audit process over next four months



Audit is result of EdTec accounting close and auditor review and testing



2017-18 Current - August Forecast



Enrollment



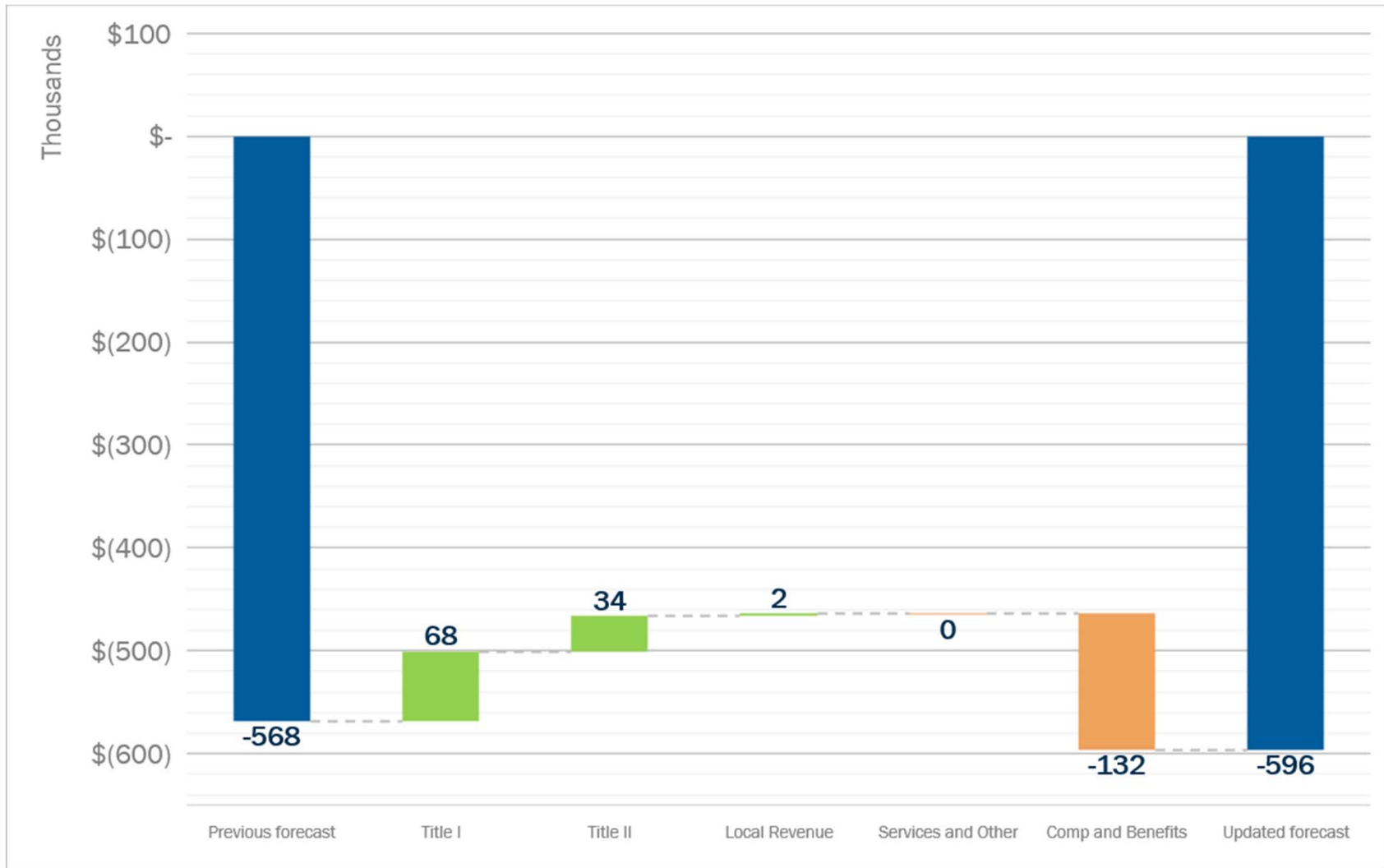
	2017/18	2017/18	2017/18	Variance
	Approved Budget	Current Forecast	Month 1	
Enrollment	3755	3680	3568	-112
Incl. exchange students				
Attendance Rate	95.0%	95.0%	98.6%	3.58%
ADA	3472	3417	3440	23
Unduplicated Count	1005	978	<i>released in fall CALPADS</i>	

Budget Summary



		2017/18	2017/18	2017/18	2017/18	Variance
		YTD Actuals	Approved Budget	July Forecast	Current Forecast	
Revenue	LCFF Entitlement	2,219,334	31,567,559	31,065,296	31,065,296	-
	Federal Revenue	119,343	1,372,196	1,347,519	1,449,279	101,760
	Other State Revenues	436,792	3,592,430	4,502,560	4,502,560	-
	Local Revenues	783,705	1,180,000	1,676,175	1,678,352	2,177
	Fundraising and Grants	7,425	-		-	-
	Total Revenue	3,566,599	37,712,185	38,591,550	38,695,487	103,937
Expenses	Comp and Benefits	4,270,859	27,035,148	29,509,857	29,641,540	(131,683)
	Books and Supplies	601,842	3,211,611	2,925,532	2,925,532	-
	Services and Other Ops	747,230	5,987,231	5,973,309	5,973,405	(96)
	Depreciation		750,867	750,867	750,867	-
	Total Expenses	5,619,932	36,984,858	39,159,565	39,291,344	(131,779)
	Operating Income	(2,053,333)	727,328	(568,015)	(595,857)	(27,842)
Fund Balance	Beginning Balance (Unaudited)		19,305,995	-3,201,018	-3,201,018	
	Audit Adjustment					
	Other Restatements					
	Operating Income		727,328	-568,015	-595,857	
Ending Fund Balance (incl. Depreciation)			20,033,323	-3,769,033	-3,796,875	
Ending Fund Balance as % of Expenses			54.17%	-9.62%	-9.66%	

2016-17 Forecast Update



Shoup Expenses

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No changes since Board approved budget

EXPENSE CATEGORY	2017-18 YTD Actuals	2017-18 Budget	2017-18 Budget Balance
Salaries	0	200,000	200,000
Benefits	0	56,000	56,000
Books & Supplies	0	135,000	135,000
Operations & Housekeeping	9,232	307,000	297,768
Services & Other Operating Expenses	586	111,000	110,414
Communications	0	6,000	6,000
Capital Outlay	17,628	1,561,500	1,543,873
TOTAL	27,445	2,375,500	2,348,055

Financial Exhibits

[See attachment](#)



Cover Sheet

Update on Closing the Achievement Gap

Section: IV. School Business
Item: A. Update on Closing the Achievement Gap
Purpose: Discuss

Submitted by:

Related Material:

Closing the Achievement Gap and LCAP action steps (1).docx
SBAC Data analysis and academic plan for student achievement.docx

2017-18 Closing the Achievement Gap/LCAP implemented strategies:

	Goal 1: Develop and implement data driven and current educational research instruction for all students	Goal 2: Solidify a clear school-wide identity in terms of College & Career Readiness	Goal 3: Ensure that all students receive personalized supports to succeed	Goal 4: Build parents' capacity as partners in supporting and monitoring their child's education progress
August:	<p><u>Late Start Wed. include: Develop, create, and maintain curricular maps by each department and ensure clear definition of this process so that all stakeholders begin to share the same vocabulary</u></p> <p><u>Train staff on systematic diagnostic assessment to inform instruction through the use of consistent data:</u></p> <p><i>MAP Teacher training has started in half day PD's and late start Wed.</i></p>	<p><u>Continue to provide support to the AVID program :</u> <i>Increased College tutors, expanded program to include another 9th grade section and a new English teacher to the elective class.</i></p> <p><i>New coordinator has developed thematic lessons and literacy workshops at lunch for the AVID staff. for all the core AVID teachers</i></p> <p><u>Expand student access to AP classes(becoming more proactive about supporting more students regardless of level and increase the number of students in higher level classes:-</u></p>	<p><u>Implementation of Ellevation web-based SIS program for EL data analysis and instruction: data migration has begun</u></p> <p><u>Provide technology based literacy intervention programs to assist underperforming students including computer tablets for Title I, foster youth and EL students—</u> <i>letters and emails have been sent home to all families that qualify. Flyers have also been placed around school stating the benefits/perks and information has been included for the weekly newsletters.</i></p> <p><u>Expand AP Preparation to include skills based AP Bridge program over the</u></p>	<p><u>Publicize and reinforce the Aeries portal as a tool for parent-teacher communication and information sharing tied to student performance on classroom assessments: August workshop was offered and well attended</u></p> <p><u>Present 1 school wide event that provides workshops on a variety of topics tied to student achievement; encompass student support services, college, curricular, and community presentations to inform parents about the various resources available to ensure student success-</u> <i>August community event was held for all new</i></p>

		<p>Implemented 2 AP Capstone classes</p>	<p><u>summer:</u> <i>Summer of 017, 25 students participated in the AP Bridge program and received 5 credits</i></p> <p><u>Continue to offer Summer School focused on credit recovery with priority given to FRPM and EL students:</u> <i>Summer 2017 986 students enrolled. 834 out of 986 passed with a "D" or better, that's an 85% passing rate.</i></p> <p><u>Expanded College tutor to all 9th grade College,:</u> <i>All students in the College and Career class(70% of the 9th grade class have this class for one semester) Have started the Tutorial-AVID Research based strategy.</i></p> <p><u>Provide alternative school options, incorporating traditional and independent study programs during the traditional day schedule that allow students to make up credits taking</u></p>	<p><i>students to ECRCHS. Well attended RISE, parent group for TVN and BSU: Hosted a summer workshop included Aeris, and college readiness. Fair attendance, great information. Process and outreach has begun to Create a parent advisory committee to recruit parents to various groups (such as School Site Council, English Language Advisory Committee, and School Advisory Committee (SAC) Title I.</i></p>
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			<p><u>into consideration</u> <u>emotional and maturity</u> <u>level of the student:</u> <i>Ongoing throughout the year:</i></p>	
<p>September:</p>	<p><u>Implement</u> <u>systematic diagnostic assessment to inform instruction through the use of consistent data</u> <i>MAP has been implemented school-wide, data along with progress reports is being utilized to after school support classes for Algebra, Geometry, and English 9 and 10.</i></p> <p><u>Create common formative</u> <u>assessments in each academic course to measure student mastery of standards that embody-work in progress:</u> Some departments have finalized CFA, others are still in progress. Late Start has allowed some time for this.</p>	<p><u>Develop math support classes:</u> Students have been identified by both grades and Map for after school support classes. 2.5 credits for 8 weeks/ 30 hours total, to start Oct 16th</p> <p><u>Explore a portfolio of College & Career Readiness for graduation</u> (including career aspirations/goals, resume, letters of recommendation, samples of exemplary work, etc. via Naviance: <i>College Counselors are working on a four year plan for Naviance. There will be one content per grade level that will infuse Naviance into their curriculum.</i></p>	<p><u>Implementation of</u> <u>Ellevation web-based SIS program for EL data analysis and instruction—</u> <i>EL Coach and EL coordinator are now processing data reaching our to counselors and teachers to write literacy goals for each EL student.</i></p> <p><u>Continue to develop the Student Relationship Management (SRM) dashboard:</u> <i>Process has started with focus on 9thgraders and EL students who have a D or Fail in any class every 3 weeks. Parents and students will be contacted through emails with follow up by assigned counselors.</i></p> <p><u>Refer targeted students to outside support</u></p>	<p><u>Parent Advisory Committees:</u> <i>English Language Advisory Committee, ELAC: meets once a month on the last Wednesday in the Library. RISE parent group for African American : meets once a month on the last Monday in the Parent Center, School Site Council will meet about 6-8 times throughout the year on the second Tuesday of the month.</i></p> <p><u>Parent Support/Education Night:</u> <i>Approximately 8 times throughout the year, One of our ECR parents and a teacher from Alt Ed will provide an education night focusing on children with depression, anxiety, and other mental health issues. Speakers will be</i></p>

	<p><u>Provide EL support to core academic teachers to help EL students access CCSS and ELD standards:</u> <i>Two tutors have been hired, Spanish and Farsi speaking to work in the Sheltered US History class. EL Coach is working with EL coordinator to establish academic goals for EL students through Ellevation and content teachers.</i></p>		<p><u>programs:</u> <i>Tarzana Drug Education and Our House has started</i> <u>The Village Nation:</u> <i>Get weekly grades by grade level, 2 or more Fails Student and Parent contact is made: Focus on tutoring, Aeries, extended counselor hours And straight A's get a call too. Our House has been contacted to start a grief group for students</i></p> <p><u>Provide technology based literacy intervention programs to assist underperforming students including computer tablets for Title I, foster youth and EL students—</u> <i>20 students so far have taken advantage.</i></p> <p><u>Expand intervention services during after school hours to students of all grades requiring additional support, including online courses, credit recovery, and targeted tutoring and</u></p>	<p><i>provided along with community resources.</i></p> <p><u>Develop standardized curriculum for Summer Bridge Program and effectiveness for incoming 9th graders:</u> <i>Students attending 2017-18 Bridge program have ben flagged in Aeries and monitored.</i></p>
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			<p><u>study skills classes:</u> <i>Sat school has started for Alt Ed, Support classes for algebra, Geometry, and 9th and 10th English are being established based on Map scores and Grades school wide, to start Oct 9th</i></p> <p><u>Provide diagnostic testing for incoming 9th graders to aid in correct placement consistent with skill and ability level to support differentiation:</u></p>	
<p>October:</p>	<p><u>Provide training on the use of common rubrics to assess student work</u></p> <p><u>Provide training on analyzing and using both summative (namely SBAC) and formative assessment data including assessment resources and tools:</u> <i>2016-17 scores have been released and charted for facult along with</i></p>	<p><u>Flag all</u> students in Aeries as identified by AP Potential, with a focus on <u>Latino and African American students, to encourage them to take AP classes</u></p> <p><u>Explore a portfolio of College & Career Readiness for graduation</u> (including career aspirations/goals, resume,</p>	<p><u>Expand intervention services during after school hours to students of all grades requiring additional support, including online courses, credit recovery, and targeted tutoring and study skills classes:</u> <i>Sat school has started for Alt Ed, Support classes for algebra, Geometry, and 9th and 10th English has been</i></p>	<p><u>Parent Support/Education Night:</u> <i>Wed. October 4th, ECR Parents for Mental Health awareness presented the first of a series of meetings to bring a greater awareness and education on the mental health issues facing our children. Oct 4th was Teen Depression and Suicide Prevention.</i></p>

	<i>comparison data.</i>	<p><u>letters of recommendation, samples of exemplary work, etc. via Naviance:</u> <i>College counselors trained (the grade CCR and Health teachers to establish Naviance requirements for 9th grade, on Oct 4th and have visited their classrooms.</i></p> <p><u>Continue to fund 9th – 11th grade PSAT and monitor scores:</u> <i>School wide PSAT was given Oct 11th for 9-11th graders</i></p>	<i>established based on Map scores and Grades school wide, started Oct 9th(M,W,Th) end Dec 10th</i>	
November:				
December:				
January:				
February:				
March:				
April:				
May:				
June:				

SBAC Data analysis and academic plan for student achievement:

OVERALL SCORES

1. Overall SBAC data indicates **59% of ECR 11th grade students** scored MET/EXCEED Standard in ELA
Down 2 points from 2016 data
2. Overall SBAC data indicates **46% of ECR 11th grade students** scored MET/EXCEED Standard in MATH
Up 6 points from 2016 data
3. **LAUSD: ELA 48.56 MATH 37.53 - ECR 10 Points Higher in ELA & 8 Points Higher in MATH**

Actions:

Common Planning Day, CPD, has been established through a late start Wednesday. Each Wednesday teachers arrive at 8:00 and students at 9:00. During this weekly meeting, teachers have begun the development and implementation of instructional strategies all designed to raise student achievement and raise summative data school wide:

- Create and maintain curricular maps (this ensures a clear definition so all stake holders share the same vocabulary and similar common core structure).
- Training our teachers on our systematic diagnostic assessment to inform instruction through the use of consistent data: MAP Teacher training by NWEA
- Create and implement common formative assessments in each academic course to measure student mastery of standards that embody-work in progress. November 2nd all departments will implement the first common formative assessment.
- Provide training on analyzing and using both summative (namely SBAC) and formative assessment data including assessment resources and tools: 2016-17 scores have been released and charted for faculty along with comparison data and guiding questions.

Implementation of our systematic diagnostic assessment to inform instruction through the use of consistent data: MAP by NWEA: All students have been assessed. The results along with 5 and 10 week grades are being used to implement after school support classes for Algebra, English, and Geometry.

Classes will run for eight weeks for a total of thirty hours. Students will receive 2.5 elective credits. It will be tied to the content standards, and skill level as indicated by the assessment.

DISABILITY STATUS

1. Overall SBAC data indicates **17% of students with disabilities** (82) scored MET/EXCEED Standard in ELA
Down 5 points for students with disabilities from 2016 data
2. Overall SBAC data indicates **9% of students with disabilities** (82) scored MET/EXCEED Standard in Math
Down 2 points for students with disabilities from 2016 data

Actions:

CPDs have been utilized to work with Special Education staff in the following areas:

- Analyze data and develop additional strategies: one of the strategies that have been implemented this week are classes for the modified curriculum. The classes are geared for students who are not on the diploma track and will focus on essential skills needed for daily living.
- Support and study skills classes have been developed during the school day for students struggling in Math and English

ECONOMIC STATUS

Overall SBAC data indicates **52% of disadvantaged** students scored MET/EXCEED Standard in ELA
Down 8 points for disadvantaged students from 2016 data

Overall SBAC data indicates **37% of disadvantaged** students (257) scored MET/EXCEED Standard in Math
Down 3 points for disadvantaged students from 2016 data

Actions:

Provide technology based literacy intervention programs to assist underperforming students including computer tablets for Title I, foster youth and EL students—

Expanded intervention services during after school hours to students of all grades requiring additional support, including online courses, credit recovery, and targeted tutoring

ETHNICITY

1. ELA SCORES

- a. Overall SBAC data indicates **43% of BLACK** students scored MET/EXCEED Standard in ELA
Down 9 points for BLACK students from 2016 data
Overall SBAC data indicates **67% of ASIAN** students scored MET/EXCEED Standard in ELA
Down 1 point for ASIAN students from 2016 data
Overall SBAC data indicates **49% of HISPANIC** students scored MET/EXCEED Standard in ELA
Down 4 points for HISPANIC students from 2016 data
Overall SBAC data indicates **63% of WHITE** students scored MET/EXCEED Standard in ELA
No change for WHITE students from 2016 data
Overall SBAC data indicates **73% of FILIPINO** students scored MET/EXCEED Standard in ELA
Down 8 points for FILIPINO students from 2016 data
Overall SBAC data indicates **64% of students IDENTIFYING 2+ ETHN** scored MET/EXCEED

2. MATH SCORES

- Overall SBAC data indicates **24% of BLACK** students scored MET/EXCEED Standard in MATH
Down 4 points for BLACK students from 2016 data
Overall SBAC data indicates **62% of ASIAN** students scored MET/EXCEED Standard in MATH
UP 2 points for ASIAN students from 2016 data
Overall SBAC data indicates **34% of HISPANIC** students scored MET/EXCEED Standard in MATH
Up 3 points for HISPANIC students from 2016 data
Overall SBAC data indicates **50% of WHITE** students scored MET/EXCEED Standard in MATH
Up 8 points for WHITE students from 2016 data
Overall SBAC data indicates **60% of FILIPINO** students scored MET/EXCEED Standard in MATH
Up 1 point for FILIPINO students from 2016 data
Overall SBAC data indicates **54% of students IDENT 2+ ETHN** scored MET/EXCEED Std. in MATH
Up 4 points for students IDENT 2+ ETHNICITIES from 2016 data

Actions:

- ECR expanded the role of The Village Nation and Black Student Union to include collaborative partnerships with a parent group called RISE.
 - RISE held a summer summit which was hands on training for Aeries, College Process, School Governance/LCAP
 - Assembly was held geared toward College and Career Readiness
- Summer AP Preparation class was implemented for unrepresented groups.
- Two AP Capstone classes are fully implemented in the Master Schedule focusing on the unrepresented groups/minorities.
- Aeries continue to be publicized to reinforce the portal as a tool for parent-teacher communication and information sharing tied to student performance on classroom assessments. Community back to school night had open training with follow up in Parent Advisory Committees. The Village Nation, and ELAC have had night training during monthly meetings.
- The Village Nation Advisor gets weekly grades by grade level, 2 or more Fails Student and Parent contact is made: Focus on tutoring, Aeries, extended counselor hours. Straight A's get a call too.

LANGUAGE FLUENCY

1. ELA SCORES

- a. Overall SBAC data indicates 49% of RFEP students scored MET/EXCEED Standard in ELA
Down 6 points for RFEP students from 2016 data: **134** students 2016/**112** students 2017
- b. Overall SBAC data indicates 10% of EL students scored MET/EXCEED Standard in ELA
Up 10 point for EL students from 2016 data: **13** students 2016/**29** students 2017
Overall SBAC data indicates 11% of students EL 12+ MONTHS scored MET/EXCEED Standard in ELA
Up 11 points for students EL 12+ MONTHS from 2016 data: **12** students 2016/**27** students 2017

2. MATH SCORES

- Overall SBAC data indicates 41% of RFEP students scored MET/EXCEED Standard in MATH
Down 2 points for RFEP students from 2016 data
- Overall SBAC data indicates 10% of EL students scored MET/EXCEED Standard in MATH
Down 4 point for EL students from 2016 data
- Overall SBAC data indicates 7% of students EL 12+ MONTHS scored MET/EXCEED Standard in MATH
Down 1 point for students EL 12+ MONTHS from 2016 data

Actions:

- Language Appraisal Team continues to be developed. ECR has a temporary delay due to the illness of our EL coach. When fully implemented a teacher representative will be on the committee with the focus on literacy strategies to assist EL students. Data will include CELDT scores, ELPAC and Map.
- After school support classes have begun for EL and LTELs. Focus is on ELD standards.
- ELlevation: English Learner SIS: ESL administrative and data management system has been

- purchased. EL team is currently training counselors and teacher representatives to interpret the data and scores. Intensive personal program for LTELS will be the first focus this year.

Cover Sheet

Presentation on California Dashboard Local Priorities

Section: IV. School Business
Item: C. Presentation on California Dashboard Local Priorities
Purpose: Discuss
Submitted by:
Related Material: CA Dashboard Local Priorities.pdf
October_Board_Presentation_-_mr_-_2017.10.19_-_2.pdf



Priority 1: Appropriately Assigned Teachers, Access to Curriculum-Aligned Instructional Materials, and Safe, Clean and Functional School Facilities

Standard: Local educational agency annually measures its progress in meeting the Williams settlement requirements at 100% at all of its school sites, as applicable, and promptly addresses any complaints or other deficiencies identified throughout the academic year, as applicable; and provides information annually on progress meeting this standard to its local governing board and to stakeholders and the public through the evaluation rubrics.

In the future, this information will be auto-populated within the web-based evaluation rubrics (California School Dashboard) for local agencies that use the California Department of Education’s School Accountability Report Card template.

Number/percentage of misassignments of teachers of English learners, total teacher misassignments, and vacant teacher positions: 1 teacher misassignment

Number/percentage of students without access to their own copies of standards-aligned instructional materials for use at school and at home: 0 students

Number of identified instances where facilities do not meet the “good repair” standard (including deficiencies and extreme deficiencies): 0 instances

Criteria: Please assess the local educational agency performance on meeting the standard by designating the following:

- Met**
- Not Met
- Not Met For Two or More Years

Priority 2: Self-Reflection Tool for Implementation of State Academic Standards

Standard: Local educational agency annually measures its progress implementing state academic standards and reports the results to its local governing board at a regularly scheduled meeting of the local governing board and to stakeholders and the public through the evaluation rubrics.

Self-Reflection Tool:

Recently Adopted Academic Standards and/or Curriculum Frameworks

1. Rate the local educational agency's progress in providing professional learning for teaching to the recently adopted academic standards and/or curriculum frameworks identified below.

Rating Scale (lowest to highest): 1 – Exploration and Research Phase; 2 – Beginning Development; 3 – Initial Implementation; 4 – Full Implementation; 5 – Full Implementation and Sustainability

English Language Arts – Common Core State Standards for English Language Arts

- 1
- 2
- 3
- 4
- 5

English Language Development (Aligned to English Language Arts Standards)

- 1
- 2
- 3
- 4
- 5

Mathematics – Common Core State Standards for Mathematics

- 1
- 2
- 3
- 4
- 5

Next Generation Science Standards

- 1
- 2
- 3
- 4
- 5

History-Social Science

- 1
- 2
- 3
- 4
- 5

2. Rate the local educational agency's progress in making instructional materials that are aligned to the recently adopted academic standards and/or curriculum frameworks identified below available in all classrooms where the subject is taught.

Rating Scale (lowest to highest): 1 – Exploration and Research Phase; 2 – Beginning Development; 3 – Initial Implementation; 4 – Full Implementation; 5 – Full Implementation and Sustainability

English Language Arts – Common Core State Standards for English Language Arts

- 1
- 2
- 3
- 4
- 5

English Language Development (Aligned to English Language Arts Standards)

- 1
- 2
- 3
- 4
- 5

Mathematics – Common Core State Standards for Mathematics

- 1
- 2
- 3
- 4
- 5

Next Generation Science Standards

- 1
- 2
- 3
- 4
- 5

History-Social Science

- 1
- 2
- 3
- 4
- 5

3. Rate the local educational agency's progress in implementing policies or programs to support staff in identifying areas where they can improve in delivering instruction aligned to the recently adopted academic standards and/or curriculum frameworks identified below (e.g., collaborative time, focused classroom walkthroughs, teacher pairing)

Rating Scale (lowest to highest): 1 – Exploration and Research Phase; 2 – Beginning Development; 3 – Initial Implementation; 4 – Full Implementation; 5 – Full Implementation and Sustainability

English Language Arts – Common Core State Standards for English Language Arts

- 1
- 2
- 3**
- 4
- 5

English Language Development (Aligned to English Language Arts Standards)

- 1
- 2
- 3**
- 4
- 5

Mathematics – Common Core State Standards for Mathematics

- 1
- 2
- 3**
- 4
- 5

Next Generation Science Standards

- 1
- 2
- 3**
- 4
- 5

History-Social Science

- 1
- 2
- 3**
- 4
- 5

Other Adopted Academic Standards

4. Rate the local educational agency's progress implementing each of the following academic standards adopted by the State Board of Education for all students.

Rating Scale (lowest to highest): 1 – Exploration and Research Phase; 2 – Beginning Development; 3 – Initial Implementation; 4 – Full Implementation; 5 – Full Implementation and Sustainability

Career Technical Education

- 1
- 2
- 3
- 4
- 5

Health Education Content Standards

- 1
- 2
- 3
- 4
- 5

Physical Education Model Content Standards

- 1
- 2
- 3
- 4
- 5

Visual and Performing Arts

- 1
- 2
- 3
- 4
- 5

World Language

- 1
- 2
- 3
- 4
- 5

Support for Teachers and Administrators

5. During the 2015-16 school year (including summer 2015), rate the local educational agency's success at engaging in the following activities with teachers and school administrators?

Rating Scale (lowest to highest): 1 – Exploration and Research Phase; 2 – Beginning Development; 3 – Initial Implementation; 4 – Full Implementation; 5 – Full Implementation and Sustainability

Identifying the professional learning needs of groups of teachers or staff as a whole

- 1
- 2
- 3
- 4
- 5

Identifying the professional learning needs of individual teachers

- 1
- 2
- 3
- 4
- 5

Providing support for teachers on the standards they have not yet mastered

- 1
- 2
- 3
- 4
- 5

Criteria: Please assess the local educational agency performance on meeting the standard by designating the following:

- Met**
- Not Met
- Not Met For Two or More Years

Priority 3: Self-Reflection Tool for Parent Engagement

Standard: Local educational agency annually measures its progress in: (1) seeking input from parents in decision making; and (2) promoting parental participation in programs, and reports the results to its local governing board at a regularly scheduled meeting of the local governing board and to stakeholders and the public through the evaluation rubrics.

Survey:

If the local educational agency administers a local survey to parents/guardians in at least one grade within each grade span that the local educational agency serves (e.g., K–5, 6–8, 9–12), summarize:

1. The key findings from the survey related to seeking input from parents/guardians in school and district decision making;
2. The key findings from the survey related to promoting parental participation in programs; and
3. Why the local educational agency chose the selected survey and whether the findings relate to the goals established for other Local Control Funding Formula priorities in the Local Control and Accountability Plan.

Each year in the spring, El Camino administers a survey to parents of current students to assess their perception of the school. Questions pertain to their perception of the school's cleanliness, safety, how welcoming the school is, information flow, and its fairness, among others. These questions serve as the underpinning for many of the data points that support its work on Goal 4 ("Build parents' capacity as partners in supporting and monitoring their child's educational progress.") in the Local Control Accountability Plan. Namely, we make use of the following questions to ascertain our effectiveness in achieving goal 4.

- 1. % of parents/families that complete an annual needs assessment and school climate survey**
- 2. % of parents that agree or strongly agree, "The school encourages me to participate in parent groups."**
- 3. % of parents/guardians agree or strongly agree that, "I feel welcome to participate at the school."**

The school surpassed its target for completion of the survey, in part by handing out a condensed survey in the spring through English classes. However, the feedback from a larger sample size (the full online survey yielded 151 responses in 2016 compared to the 512 from the shortened paper surveys) indicated barely more than half of respondents (56.1%) agreed or strongly agreed with the notion that the school encourages me to participate in parent groups. We have a new cadre of leaders for the Parent Teacher Student Association (PTSA) and Friends of ECR, a booster club (FOECR). There has been a considerable push on their part to welcome families into the fold. Additionally, the school continues to work on its communication home and inform families of opportunities to participate at the school.

On the whole, the school has challenges to reach and engage families. In an attempt to reach more of these constituents, the school revamped its new student orientation with mixed results. While turnout exceeded expectation, with an estimated 2,000 attendees, the large crowd exceeded the school's facilities capacity (both the large gym and multipurpose room were standing room only), making the evening less effective. However, as a learning organization, the administration sent out a survey and has taken

the feedback into account to improve this effort to reach more families for the upcoming school year.

60% of the respondents identified themselves other than caucasian, which exceeds the school's demographics. According to 2016-17 year end data from the school's student information system, 47% of respondents identify as white, non-hispanic. This significant response from families of color helps us understand their needs and sense of connection to the school in a more in depth manner.

Criteria: Please assess the local educational agency performance on meeting the standard by designating the following:

- Met**
- Not Met
- Not Met For Two or More Years

Priority 6: School Climate

Standard: Local educational agency administers a local climate survey at least every other year that provides a valid measure of perceptions of school safety and connectedness, such as the California Healthy Kids Survey, to students in at least one grade within the grade span(s) that the local educational agency serves (e.g., K-5, 6-8, 9-12), and reports the results to its local governing board at a regularly scheduled meeting of the local governing board and to stakeholders and the public through the evaluation rubrics.

Local educational agencies will provide a narrative summary of the local administration as analysis of a local climate survey that captures a valid measure of student perceptions of school safety and connectedness in at least one grade within the grade span (e.g., K-5, 6-8, 9-12). Specifically, local educational agencies will have an opportunity to include differences among student groups, and for surveys that provide an overall score, such as the California Healthy Kids Survey report the overall score for all students and student groups. This summary may also include an analysis of a subset of specific items on a local survey that are particularly relevant to school safety and connectedness.

Fall of 2016 a survey was given to the senior class on School Climate. Six hundred and eight seniors completed the survey out of a class of 1044 students.

The survey asked ten questions ranging from post high school goals to safety at school and school connectedness.

In the sub category of safety, connectedness, stress, and school motivation there were 18 questions. All questions were on a scale of 1-5 with 5 equaling "Strongly Agree" and 1 equaling "Strongly disagree"

Questions that scored over a 4 were:

- I feel safe at school – 4.4
- Bullying is not tolerated -4.0
- School stresses the connection of attendance and academic success -4.1
- School celebrates diversity and encourages students to respect each other's differences -4.1

Questions that scored above 3.5 were:

- Students treat each other with respect -3.8
- Teachers make an effort to help students -3.8
- The adults at school motivate me to do well in school -3.8
- The rules at school are applied fairly to all students -3.6
- The rules at school promote positive behavior -3.9

There were no questions that received a 5 and no questions that were below a 3.3

When asked what did the students like best at ECR:

- 46.9% responded: Teachers
- 47.4% responded: Students
- 32.2 % responded: Sports
- 34.1% responded: The campus
- 54.3% responded: Special Events

Based on the data collected ECR strongly believes our students feel safe at school; believe there is an atmosphere of compassion and fairness; and almost 50% cited connectedness to staff, students and special events held at school. Finally a third of the students in the survey take advantage of extracurricular activities.

Criteria: Please assess the local educational agency performance on meeting the standard by designating the following:

- Met**
- Not Met
- Not Met For Two or More Years

El Camino Real Charter High School Financial Update

CHANG PATEL & MILADA RAKIJIAN
OCTOBER 19, 2017

edtec 



Contents



1. 2016-17 Unaudited Actuals
2. 2017-18 Current - August Forecast
3. Financial Exhibits

2016-17 Unaudited Actuals

Subject to changes



FY 16-17 Year-End Net Income (Unaudited Actuals)



Final operating income improved due to lower expenses than forecast; however, fund balance decreased due to restatements for lifetime benefits.

		2016/17	2016/17	Variance
		Previous Forecast	Unaudited Actuals	
Revenue	LCFF Entitlement	30,008,398	30,036,780	28,382
	Federal Revenue	1,247,519	1,185,120	(62,399)
	Other State Revenues	3,629,195	4,099,667	470,472
	Local Revenues	1,947,206	2,083,914	136,709
	Fundraising and Grants	-	-	-
	Total Revenue	36,832,317	37,405,481	573,164
Expenses	Comp and Benefits	26,796,373	26,934,206	(137,833)
	Books and Supplies	3,078,066	1,925,356	1,152,710
	Services and Other Ops	5,666,383	5,618,496	47,887
	Depreciation	142,863	172,816	(29,952)
	Total Expenses	35,683,685	34,650,874	1,032,812
	Operating Income	1,148,632	2,754,608	1,605,976
Fund Balance	Beginning Balance (Unaudited)	17,194,987	17,194,987	
	Audit Adjustment	962,376	962,376	
	Other Restatements	-	(24,112,988)	
	Operating Income	1,148,632	2,754,608	
Ending Fund Balance (incl. Depreciation)		19,305,995	(3,201,018)	

FY 16-17 Unaudited Actuals: How We Did



Net income stronger than forecast primarily due to unspent expenses



2016-17 Monthly Cash Balance



ECR ended the year with \$11.1M compared to \$7.5M in FY 15-16.



2016-17 Balance Sheet Year to Date



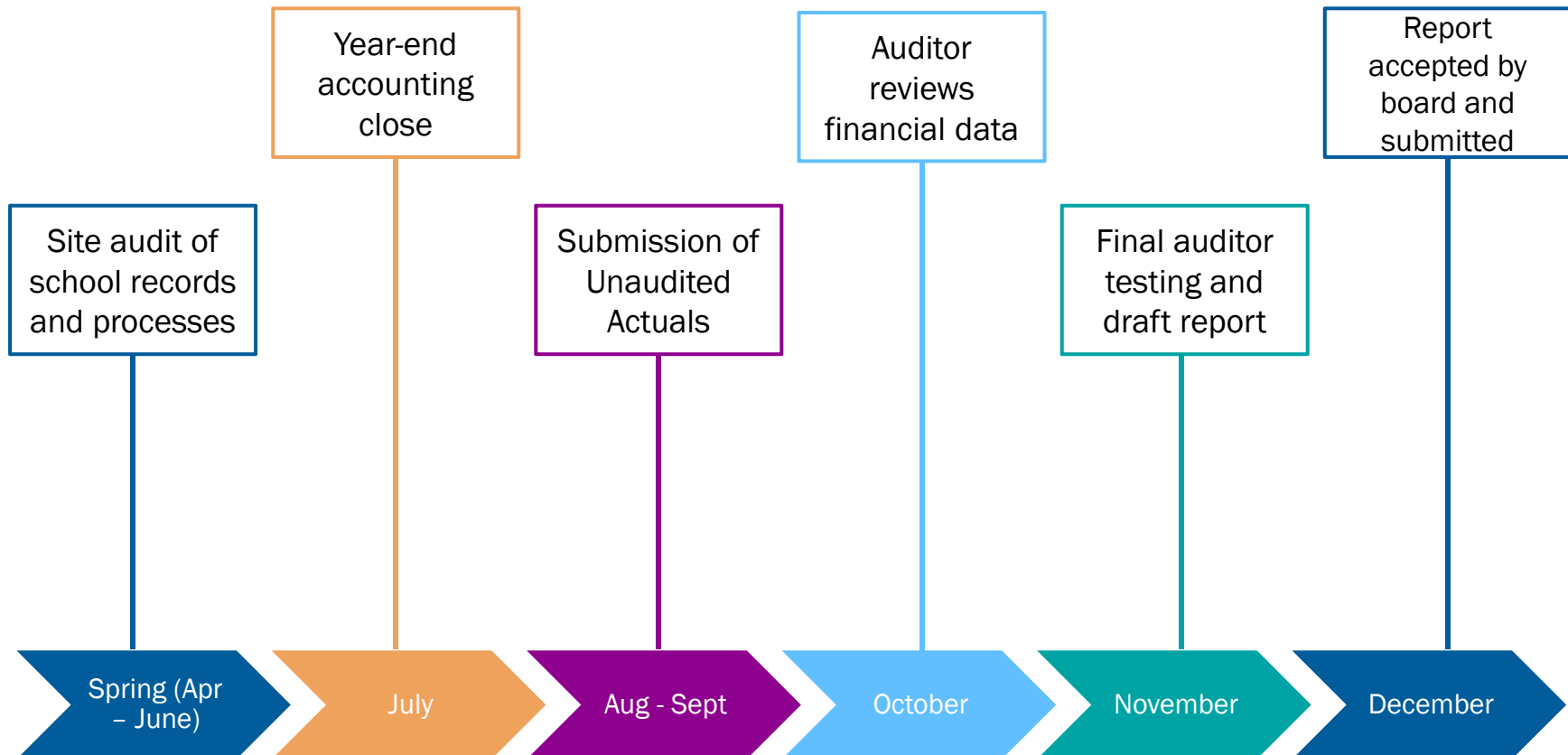
What ECR owns and owes as of most recent monthly close

		6/30/2017	6/30/2016	YTD CHANGE
Assets	Cash Balances	11,084,195	7,481,424	3,602,771
	Accounts Receivable	1,851,340	3,305,922	(1,454,582)
	Prepays and Other Assets	200,114	371,574	(171,460)
	Fixed Assets, Net	4,504,739	4,061,608	443,131
	Investments	5,965,972	5,195,254	770,718
	Due to/from other	-	-	-
	Total Assets	23,606,359	20,415,781	3,190,578
Liabilities & Equity	Accounts Payable	950,965	1,192,174	521,336
	Current Liabilities	762,545	215,256	18,436
	Due to Grantor Governments/Others	233,693	-	-
	Deferred Revenue	540,000	850,988	(310,988)
	Loans and other payables	24,320,174	-	24,320,174
	Beginning Net Assets - Audited	18,157,363	14,357,676	(20,313,301)
	Other Restatements	(24,112,988)	-	-
	Net Income (Loss) to Date	2,754,608	3,799,687	(1,045,079)
	Total Liabilities & Equity	23,606,359	20,415,781	3,190,578

Audit process over next four months



Audit is result of EdTec accounting close and auditor review and testing



2017-18 Current - August Forecast



Enrollment



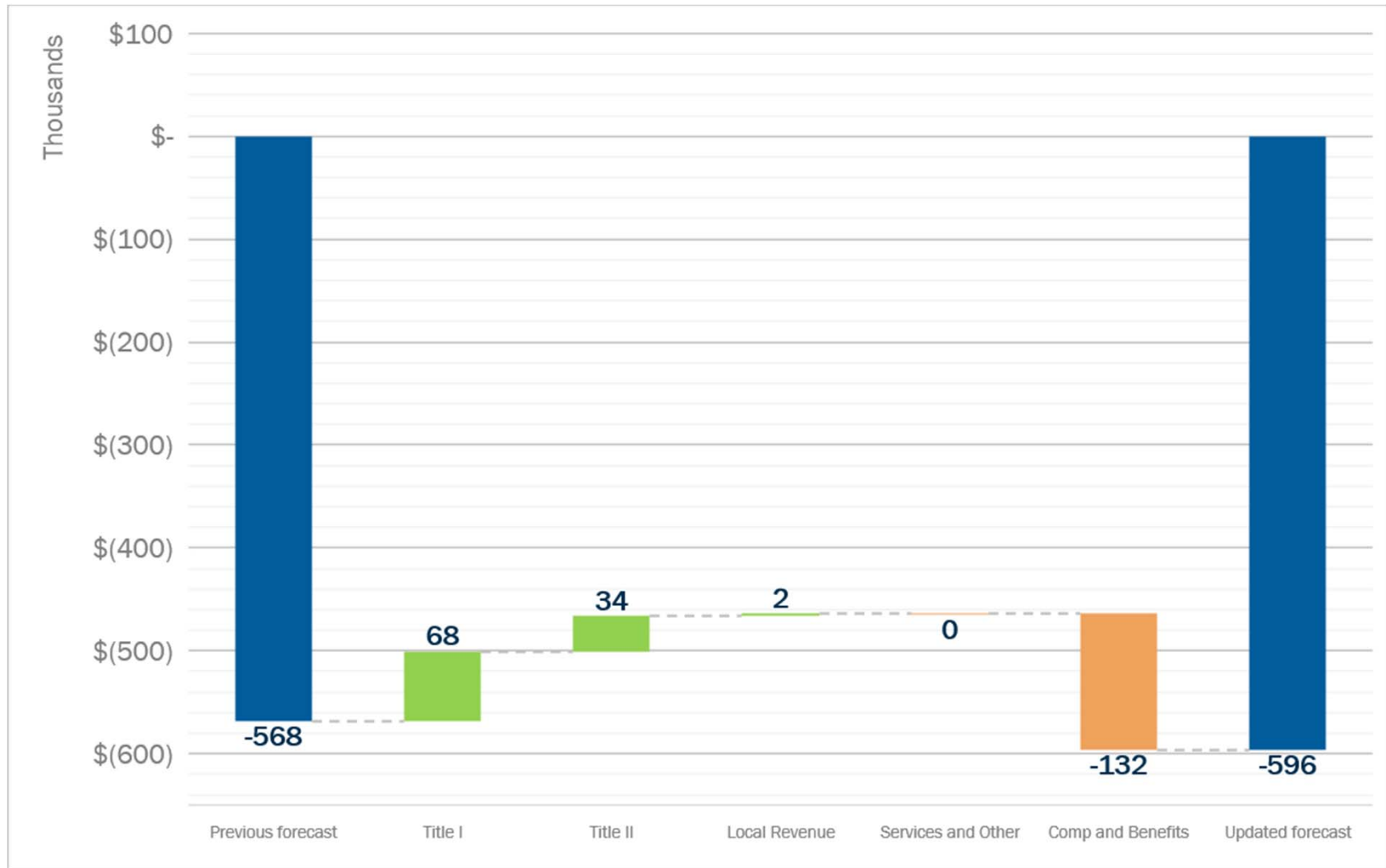
	2017/18	2017/18	2017/18	Variance
	Approved Budget	Current Forecast	Month 1	
Enrollment	3755	3680	3568	-112
Incl. exchange students				
Attendance Rate	95.0%	95.0%	98.6%	3.58%
ADA	3472	3417	3440	23
Unduplicated Count	1005	978	<i>released in fall CALPADS</i>	

Budget Summary



		2017/18	2017/18	2017/18	2017/18	Variance
		YTD Actuals	Approved Budget	July Forecast	Current Forecast	
Revenue	LCFF Entitlement	2,219,334	31,567,559	31,065,296	31,065,296	-
	Federal Revenue	119,343	1,372,196	1,347,519	1,449,279	101,760
	Other State Revenues	436,792	3,592,430	4,502,560	4,502,560	-
	Local Revenues	783,705	1,180,000	1,676,175	1,678,352	2,177
	Fundraising and Grants	7,425	-		-	-
	Total Revenue	3,566,599	37,712,185	38,591,550	38,695,487	103,937
Expenses	Comp and Benefits	4,270,859	27,035,148	29,509,857	29,641,540	(131,683)
	Books and Supplies	601,842	3,211,611	2,925,532	2,925,532	-
	Services and Other Ops	747,230	5,987,231	5,973,309	5,973,405	(96)
	Depreciation		750,867	750,867	750,867	-
	Total Expenses	5,619,932	36,984,858	39,159,565	39,291,344	(131,779)
	Operating Income	(2,053,333)	727,328	(568,015)	(595,857)	(27,842)
Fund Balance	Beginning Balance (Unaudited)		19,305,995	-3,201,018	-3,201,018	
	Audit Adjustment					
	Other Restatements					
	Operating Income		727,328	-568,015	-595,857	
Ending Fund Balance (incl. Depreciation)			20,033,323	-3,769,033	-3,796,875	
Ending Fund Balance as % of Expenses			54.17%	-9.62%	-9.66%	

2016-17 Forecast Update



Shoup Expenses

13

No changes since Board approved budget

EXPENSE CATEGORY	2017-18 YTD Actuals	2017-18 Budget	2017-18 Budget Balance
Salaries	0	200,000	200,000
Benefits	0	56,000	56,000
Books & Supplies	0	135,000	135,000
Operations & Housekeeping	9,232	307,000	297,768
Services & Other Operating Expenses	586	111,000	110,414
Communications	0	6,000	6,000
Capital Outlay	17,628	1,561,500	1,543,873
TOTAL	27,445	2,375,500	2,348,055

Financial Exhibits

[See attachment](#)



Cover Sheet

Discuss and Vote on Modifying Fiscal Policies and Procedures

Section: IV. School Business
Item: F. Discuss and Vote on Modifying Fiscal Policies and Procedures
Purpose: Vote
Submitted by:
Related Material: ECR Fiscal Policies and Procedures revised 10-2017.pdf



EL CAMINO REAL ALLIANCE

Fiscal Policies and Procedures Handbook

Revision Board Approved: October 19, 2017
Effective: October 19, 2017

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ECRA FISCAL CONTROL POLICIES AND PROCEDURES

OVERVIEW

The Governing Board (“Governing Board”) of El Camino Real Alliance (“ECRA”), a California nonprofit public benefit corporation operating a public charter school, has reviewed and adopted the following policies and procedures to ensure the funds of the school are appropriately budgeted, accounted for, expended, and maintained.

1. The Governing Board holds ultimate authority over all fiscal matters. The Executive Director of El Camino Real Charter High School (“ECRCHS” or the “Charter School”) shall report to the ECRA Board of Directors and, in particular, the ECRA Board Chair regarding all fiscal matters.
2. The Governing Board formulates financial policies and procedures, and delegates administration of the policies and procedures to the Chief Business Officer (CBO).
3. The Governing Board will commission a Back Office Services Provider (e.g. EdTec, ExED) who will report to both the administration and the Governing Board. The financial compilations presented to the Board will be compiled by the Back Office Services Provider, and may also include input from the ECRA staff.
4. The CBO has responsibility for all business operations.
5. The CBO and Back Office Services Provider (e.g. EdTec, ExED) will work with the CBO’s staff to enforce the financial policies and procedures.
6. Financial duties and responsibilities must be separated so that no one employee has sole control over cash receipts, disbursements, payrolls, and reconciliation of bank accounts.
7. All administrators involved with spending are required to relinquish their purchasing or authorizing role for at least 10 consecutive days during the school year.
8. All documentation related to financial matters must be completed by computer, word processor, typewriter, or ink.
9. The Governing Board will commission an annual financial audit by an independent third party auditor who will report directly to the Governing Board. The Governing Board will approve the final audit report, and a copy will be provided to the charter-authorizing entity. Any audit exceptions and/or deficiencies will be resolved to the satisfaction of the Governing Board and be in compliance with GAAP and/or related laws and regulations.
10. The Governing Board may appoint someone else to perform the CBO's responsibilities in the case of absence.
11. As used in the ECRA Fiscal Policies and Procedures, the term “Authorizing Personnel” includes: Executive Director, CBO, Assistant Principals, and Board Chair or Vice Chair.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Safeguarding of Financial Assets

ECRA is committed to safeguarding public funds. ECRA's financials are overseen by the following entities:

1. Charter School Authorizer (i.e. LAUSD's Charter Schools Division) reviews financials annually
2. Independent Certified Public Accountant conducts annual financial audit
3. Back Office Services Provider (e.g. EdTec, ExED) ensures segregation of duties and fiscal compliance

In addition, ECRA does the following:

1. Presents monthly financial updates at Regular board meetings
2. Seeks board approval of check registers and all major financial documents (e.g. interim financials, budget, Local Control and Accountability Plan ("LCAP"), etc.)
3. Provides financial information to the staff through newsletters and presentations
4. Posts major board approved financial documents on ECRA's website, including Adopted Budget, Interim Reports, and Annual Audit.

Annual Financial Audit

1. The Governing Board will annually appoint an Audit Committee no later than the January board meeting; this committee is tasked with selecting an auditor no later than the March board meeting.
2. Audit Committee members, like all ECRA Directors, must be fiscally independent of ECRA.
3. The CBO will assist Audit Committee members.
4. The Audit Committee will contract annually for the services of an independent certified public accountant to perform an annual fiscal audit.
5. The audit shall include, but will not be limited to:
 - a. An audit of the accuracy of the financial statements
 - b. An audit of the attendance accounting and revenue accuracy practices
 - c. An audit of the internal control practices

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Key Personnel Financial Responsibilities

Approve Contracts

- Executive Director
- Chief Business Officer
- Assistant Principals with check signing authority

Approve Purchases for Payment

- Executive Director
- Assistant Principals with check signing authority

Approve Purchase Orders

- Executive Director
- Chief Business Officer
- Department Heads
- Assistant Principals

Record Transactions

- Accounting staff (non-senior)
- Analysts

Reconcile Transactions

- Back Office Services Provider

Role of Key Financial Staff (Segregation of Duties)

- Executive Director - Authorizing
- Chief Business Officer - Reporting and Analysis
- Chief Compliance Officer – Compliance with Policies and Procedures
- Back Office Services Provider - Recording, Reconciling and Reporting
- Assistant Principals - Purchasing, Authorizing and Custody
- Accounting Manager/Controller - Authorizing and Reconciling
- Analysts - Recording and Analysis
- Accountants - Recording, Purchasing and Custody

Financial Instruments

Debit Cards

- Use is not permitted

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Credit and Charge Cards

- Only one general card is authorized by the Board and it is issued in the name of ECRA and the Chief Business Officer or Executive Director. The credit card is stored in the Charter School's safe for staff use
- Must have established, Board-approved spending limits (currently, \$100,000 within a monthly statement period; textbook purchases are exempt from this limit, and shall not exceed \$250,000 within a monthly statement period)
- “Platinum” or similar luxury status credit cards cannot be taken out under ECRA’s account
- Vendor-specific credit cards for teachers (limited to Home Depot and Smart and Final) have the following limits within a monthly statement period: \$500 per month for Home Depot, and \$1,000 per month for Smart and Final
- Any additional, vendor-specific credit or charge cards must be approved by the ECRA Board with the same limits as above.

Bank Check Signers

- Board-approved personnel, as noted in Overview, item 11, including Executive Director, CBO, and Assistant Principals.

Check Stock

- Held in student store

Accounting /Enterprise Resource Planning (“ERP”) System(s)

- Overseen by Chief Information/Technology Officer

Prohibition on Purchase of Alcohol

- Charter School, state, and federal funds may never be used for the purchase of alcohol, or any items related to the consumption of alcohol

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

PAYMENT / REIMBURSEMENT POLICIES

ECRA employees must receive pre-approval for all purchases. Pre-approvals can be received through the Charter School's ERP system, to which all employees have access. Any items purchased without pre-approval should be kept in new condition so that item(s) can be returned to the vendor in the event the approving administrator denies the purchase.

All staff members making financial choices on behalf of ECRA must factor in time and quantitative/qualitative factors before each purchase. Below are a few examples:

1. Staff members should not spend significant time to save the Charter School a de minimis amount. For example, s/he should not incur reimbursable mileage expenses from driving around to different stores to save the Charter School a few dollars on school supplies.
2. Staff should look beyond quantitative factors, such as cost, and evaluate the qualitative factors such as reliability, warranty, reputation, durability, environmental impact, maintenance costs, etc. For example, LED products may be more expensive initially, but they require less maintenance, use less energy and have a lower environmental impact.
3. Staff should look at total services provided, not just the product price. For example, some vendors will also assist with design and planning. This can save the Charter School additional time and money spent doing it ourselves, or from making costly mistakes.
4. Staff should consider the value of purchasing from local businesses, products made with union labor and products made in the USA.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Purchasing Flow Charts

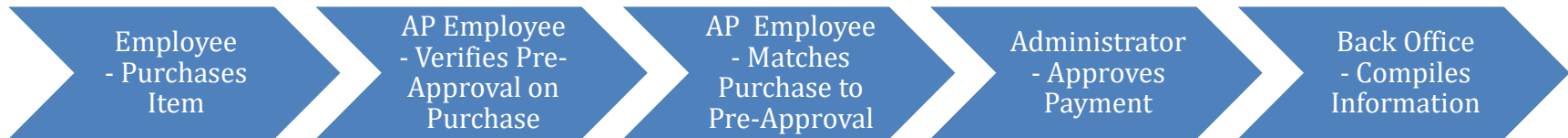
Regular Purchases

- Purchases done through the Enterprise Resource Planning (“ERP”) system



Open Purchase Order Purchases

- Items/Services are usually either approved by:
 - Signed contract
 - Individually listed vendor in the budget
- Purchases are done through the ERP, the credit card or the reimbursement process



Purchases w/o Approved Purchase Orders, Reimbursements and Travel Reimbursement

- Items are subject to review by an administrator. If purchase(s) are rejected, they are the responsibility of the employee



ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Employee Receipts/Substantiation

1. All purchases made by an employee must be accompanied by an original, itemized receipt. The individual making the charge or requesting reimbursement shall be held responsible for the amount if a receipt is not provided within 30 days. The only exceptions are for parking meters and gratuities given to taxi drivers (within the limit set herein).
2. When receipts are lost, employees must retrieve a copy of the receipt or provide a document with comparable detail. There are a few exceptions for which credit card receipts or cancelled checks may be considered sufficient. Below are a few examples:
 - a. Taxi fares incurred while traveling for ECRCHS
 - b. Parking fees incurred the day employee attended workshops or other work events
3. If a receipt is lost and an acceptable replacement is not provided, the employee will not be reimbursed.
4. For all meals, detailed receipts are a requirement (see “Meals” on the following page for more details).
5. The Accounting Manager/Controller or Assistant Principal or designee shall be responsible for enforcing this policy within 30 days from the charge being incurred.

Employee Lost Receipts

When receipts are lost or not provided, ECRA will not reimburse employee costs and will require employee payment of credit card or vendor-specific card charges.

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.

Employee Reimbursements and Expense Reports

1. Employees will be reimbursed for expenditures within fifteen (15) days of presentation of appropriate documentation.
 - a. Whenever possible, original, itemized receipts must be provided. (See “Employee Receipts/Substantiation” above)
 - b. Electronic receipts are considered original, itemized receipts.
 - c. In certain cases, supporting documentation like email confirmations may be accepted as a receipt

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

2. Employees must submit all expense reports before June 30th of the fiscal year in which the expenditure was made to the Accounting Staff.
3. Receipts or other appropriate documentation will be required for the reimbursement of all expenses (see “Employee Receipts/Substantiation” above).
4. Employees shall submit, for each reimbursement request, a signed copy of the “Reimbursement Request Form” (Appendix V) substantiating:
 - a. Who the expenditure was for;
 - b. What the expenditure was for;
 - c. Where the expenditure was made;
 - d. Why the expenditure was made; and
 - e. When the expenditure was made
5. The employee must sign expense report to certify the expenditures.
6. Authorizing personnel must sign expense report for reimbursement.
7. Accounting Staff will email a copy of the Executive Director's expense report to the Board Chair when processed for payment.
 - a. For expense reports greater than \$300 in a month, the Board Chair and one other Board member, or Board Vice Chair and one other Board member must approve.

Personal Use of School Items

Personal use only applies to non-de minimis use consumption. For example, using an ECRCHS computer for personal use can be considered de minimis unless it creates noticeable wear and tear.

1. Employees will avoid the personal use of ECRCHS owned items without prior approval from a supervisor.
2. Employees will reimburse the Charter School for all ECRCHS-owned items that are consumed. For example, if the Charter School incurs additional expense as a result of personal telephone calls, employees must reimburse the Charter School for these calls.

Supplies

1. All ECRA employees are allowed to spend the following without pre-approval for items deemed essential to carry out assigned duties or related to curriculum, subject to administrative review when reimbursement is approved:
 - a. \$50/semester limit for non-classroom staff
 - b. \$100/semester limit for classroom staff

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Note, for higher thresholds, teachers/staff must submit a purchase requisition in the ERP system. As outlined in the 1st paragraph on Page 8: Any items purchased without pre-approval should be kept in new condition so that item(s) can be returned to the vendor in the event the approving administrator denies the purchase.

Only the Charter School address may be used on the sales order prior to processing payments. It is the responsibility of the finance office to ensure that this policy is followed. Supplies are defined as items classified in the California School Accounting Manual under the following codes: Object Code 4100, Textbooks, Object Code 4200, Other Books and Reference Materials, Object Code 4300, Materials and Supplies, and Object Code 4400, Noncapitalized Equipment as found in Procedure 770 – Distinguishing between Supplies and Equipment.

Meals

1. Except in connection with out of town travel or Charter School-approved events where students are present, meals chargeable to or reimbursable by ECRA may not occur outside of the ECRCHS campus.
2. School-related meals occur on a regular basis. If the meal is not pre-approved, the employee runs the risk of bearing the full cost of the meal if it is ultimately denied. For meals to be charged to ECRA or reimbursable to an employee, the ECRA employee must provide the following information:
 - a. Purpose of the meeting or agenda;
 - b. Items ordered or a detailed receipt;
 - c. Number of individuals in the party; and
 - d. Names of the attendees or a sign-in sheet.
3. On professional development, non-school days, ECRCHS may purchase meals for staff for meetings lasting three or more hours.
4. Each department has a budget of \$50/employee/year for meals for team building and morale.
5. The Charter School may cater in food and snacks for ECRA Board meetings, community meetings, staff meetings, etc., but they require pre-approval by the CBO or Assistant Principal through the ERP system.

Mileage

1. Employees will be reimbursed for mileage when the event is school-related and requires employees to travel outside of their normal commute. Mileage will be reimbursed at the IRS-approved rate for the distance traveled. Reimbursable travel starting from or ending at a residence cannot include the normal commute miles to/from work. Below are some examples:

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

- a. Home to/from school is not reimbursable.
- b. Home to/from school event/meeting is partially reimbursable.
 - i. If the mileage to/from home to school-related event/meeting exceeds the regular commute to/from school, then employee can claim the incremental difference.
- c. School to/from school event/meeting is 100% reimbursable.
- d. Home to/from non-school event/meeting is not reimbursable. For example, driving around to purchase non-essential supplies, driving around to purchase essential supplies on a non-school day, or commuting to a non-school sponsored staff meeting.

Travel

1. Travel must receive the following approvals:
 - a. Employees requesting in-state travel must receive approval from the designated authorizing personnel with a summary of the purpose of travel, educational or professional benefit, number of employees attending and estimated cost.
 - b. Employees requesting out-of-state travel must also present the ECRA Board Travel Committee, which consists of up to three (3) ECRA Board members, with a summary of the purpose of travel, educational or professional benefit, number of employees attending, and estimated cost.
2. Following approval, the authorizing personnel must pre-approve all expenses associated with out-of-town travel for an event or meeting through the ERP system or an approved travel form. The approver cannot be the traveler. All supported documentation follows the specific rules in the Fiscal Policies and Procedures.
3. ECRA does not allow daily per diem rates.
4. The ECRA Board recommends that the Executive Director and CBO secure a Los Angeles-based travel agency/agent for ECRA. The travel agency/agent will be responsible for meeting all requirements of the ECRA Fiscal Policies and Procedures, and for providing documentation of the same under supervision of Executive Director and CBO. The Executive Director and CBO shall present 3 bids for travel agencies to the ECRA Board by January 1, 2017.
5. Chargeable and Reimbursable Expenditures:
 - a. Only pre-approved coach class, economy, “Wanna Get Away,” or promotional discounted airfare ticketing will be paid by ECRA/ECRCHS for documented school related travel. It is incumbent on all ECRA/ECRCHS employees, when arranging school related air travel, to seek the most reasonable and logical airfare

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

- accommodation available at the time of booking, and to provide contemporaneous documentation to substantiate the same.
- b. First class, business class, economy plus, and other similar fare classes will not be paid for or reimbursed by ECRA.
 - c. Upgrade or non-emergency changes in flights are the exclusive responsibility of the ECRA employee. For non-medical/emergency changes or cancellations of a flight, the out-of-pocket cost is the responsibility of the employee.
 - d. All employee-initiated changes to airfare ticketing that are made on an ECRA credit or charge card must be reimbursed by the employee within five (5) business days of the conclusion of travel. Personal charges are not permitted on ECRA credit or charge cards.
 - e. Air travel requiring special accommodations due to a personal medical issue will require a signed note from the employee's treating physician attesting to the medical necessity of an upgraded airfare accommodation, which must be submitted prior to travel. ECRA/ECRCHS strongly respects the medical privacy of its employees. Therefore, the note from the treating physician does not need to disclose the specific medical ailment or injury of the employee. The medical note from the treating physician only needs to state the medical necessity for an accommodation and if the travel accommodation will need to be temporary or permanent.
 - f. Upon release of the "Fiscal Best Practices Manual" (the "Manual") by the State of California Fiscal Crisis and Management Assistance Team, which is anticipated to occur in early 2017, ECRA may replace this policy with the policy in the Manual or amend this policy pursuant to the Manual.
 - g. The ECRA Board of Directors shall annually review this policy to ensure consistency with state and federal reimbursement standards.
 - h. Hotels/motels are allowable when the event is more than 50 miles from either the employee's residence or the school site and the requesting employee has received approval from ECRA/ECRCHS administration prior to booking the hotel. Specific rules include:
 - i. The hotel room selected must be the least expensive available room offered within the hotel.
 - ii. Hotels should be chosen for the following reasons:
 1. Total cost relative to the other nearby hotels near the venue. Total cost includes parking fees, wireless fees, free breakfast, and other relevant fees. These costs need to be considered because the total cost of a hotel stay with a less expensive room rate may end up being higher than the total cost of a hotel stay with a more expensive room rate.
 2. Qualitative costs should be considered, as these may impact the total travel costs and employee wellbeing. For example, access to public transportation, safety, and walkability to event location. However, these considerations should be balanced with prudence and reason.
 - iii. Hotel rates exceeding an average of \$200/night, not including taxes and fees, must be accompanied with an explanation as to why the specific hotel was chosen. If the reason is denied by the authorizing personnel, and the

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

employee still chooses the room rate, then employee will be responsible for the incremental cost over \$200/night plus applicable taxes and fees. Pre-approval is required of all ECRA/ECRCHS employees for hotels over \$200/night.

- iv. Upon release of the Manual, ECRA may replace this policy with the policy in the Manual or amend this policy pursuant to the Manual.
 - v. The ECRA Board of Directors shall review this policy annually to ensure consistency.
 - vi. Meals are reimbursed up to the published General Services Administration (“GSA”) rate for the event location, based on the receipt documentation provided. Employees must seek the applicable GSA rate from the CBO or designee.
 - i. Other customary and reasonable travel-related expenses, such as Internet, cab fares, rental car (with prior approval from Authorizing Personnel), and mileage for using an employee’s own car, gasoline are reimbursable.
 - j. The ECRA Board of Directors shall review and update these rates annually in accordance with the IRS and GSA schedules for Los Angeles County.
6. Below are approved travel days:
- a. The day before the event if it starts before 11am.
 - b. The day after the event if it ends after 12pm.
 - c. An additional non-event travel day may be permitted due to flight scheduling.
7. Travel advances, before the actual travel, may be permissible, but employee must show proof that travel actually occurred after the event.
- a. If the advance exceeds the amount of the receipts, the employee will pay the difference immediately in the form of a check.
 - b. If the advance is less than the amount of the receipts, the difference will be reimbursed to the employee in accordance with the expense report.
8. After the trip, the employee must enter all of the appropriate information on an expense report and submit it to the Authorizing Personnel for approval.

Governing Board Expenses

- 1. The individual incurring authorized expenses while carrying out the duties of the Charter School will complete and sign an expense report.
- 2. The Executive Director will review the expense report, and if s/he approves the report, will submit it to the Accounting Staff or Back Office Services Provider for payment.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Tuition Costs for Non-Teaching Staff

The tuition reimbursement program aims to encourage staff to gain new workplace skills.

1. Classes must be pre-approved.
2. Tuition will be subsidized for staff who do not receive additional compensation tied to units when s/he takes approved courses in education, business, or technology.
 - a. 100% for up to one class per quarter (for a total of four courses per year) at UCLA Extension. Employee may request reimbursement for up to two classes in any one quarter during a calendar year. As ECRA has a special agreement with UCLA Extension, ECRA pays for these classes directly and there is no employee reimbursement required.
 - b. \$700/class for non-UCLA Extension courses with a \$1,400 cap for any one academic period and a \$2,800 cap per calendar year. Employees must submit an expense report with supporting documentation (e.g. tuition bill).
3. All classes must be taken for a grade or pass/fail. A grade must be provided at the end of the course.
 - a. A failing grade, or the failure to report a grade, will prevent the employee from taking another subsidized class for 12 months.

Classes/Conferences/Workshops/Seminars ("Course") for All Staff

All staff is encouraged to take advantage of opportunities to improve their craft. If the Charter School is subsidizing any of the cost, the employee cannot use the attained credit for salary advancement other than for a degree differential (e.g. master's degree).

1. Course must be pre-approved by an administrator.
2. Employee must complete an Expense Report and provide all receipts.
3. Employee will not be compensated for his/her time if employee made the request to attend the class/conference/workshop/seminar.

Tuition Costs for BTSA

ECRA provides Beginning Teacher Support and Assessment (“BTSA”) through Ventura County Department of Education. For those employees who would like to complete their BTSA elsewhere, ECRA will reimburse up to \$4,000. Employee will be required to do the following:

1. Employee must notify an administrator that BTSA is being completed elsewhere.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

2. Upon completion of BTSA, employee must go through the reimbursement process (i.e. expense report).
 - a. Substantiation must include the copy of tuition paid since ECRA will only reimburse up to \$4,000/employee.

Professional Dues and Costs

ECRA encourages all employees to maintain membership in professional organizations. If the dues and costs are associated with the employee's job responsibilities, the employee may seek reimbursement from an administrator through the Expense Report process.

Student Awards

For ECRA school sponsored activities, the Charter School is authorized to spend up to \$300/student/activity/year for individuals and teams that win city, state and/or national athletic or academic competition(s).

1. A school sponsored activity is any activity that a school employee receives compensation to oversee.
2. The recommendation process will be based on input from the relevant staff and Assistant Principal(s). The Executive Director will make the final decision.
3. For teams, the \$300/student/activity/year limit can be used for flowers, candy, awards (e.g. trophies, rings, etc.), ceremonies w/up to two guests per student, etc.
4. For individuals, the \$300/student/activity/year limit can also be used for a cash equivalent award that can be used on educational related expenses.
 - a. Financial need will be strong consideration for cash equivalent awards.
 - b. A signed release form stating the cash equivalent will go towards education related expenses must be signed by the student and parent/guardian (see Appendix I – Student Gift Acknowledgement).

Policy for Use of Credit Cards

1. Credit cards are held by Board-approved personnel only. The Board will approve only one general school credit card issued in the name of ECRA and the Chief Business Officer or Executive Director. It will be kept in the Charter School's safe.
2. Prior to issuance of a credit card to an employee, the employee shall review and sign the "Credit Card Responsible Use Form." (Appendix II.)
3. The credit card and vendor-specific charge cards must be board approved before being issued to an employee. Below is a list of outstanding credit and store charge cards, by departments, as of November 1, 2016:
 - a. Home Depot for Woodshop and Drama

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

- b. Smart and Final for Home Economics
 - c. American Express
4. The ECRA Board of Directors shall review a list of all credit card Charter School-authorized users and associated expenditures monthly.
 5. Board-approved spending limits are currently, \$100,000 within a monthly statement period (textbook purchases are exempt from this limit, and shall not exceed \$250,000 within a monthly statement period) for American Express and \$500 for vendor-specific credit cards (e.g. Home Depot and Smart and Final). The Charter School-authorized user shall be responsible for verifying that limits are not exceeded.
 6. ECRA uses American Express as its credit card vendor. Credit card charges in excess of \$50,000 require approval of the expense by two Board members. Such approval is required as part of the supporting documentation prior to payment processing.
 7. Threshold amounts include: \$.99 (online subscriptions)
 8. The types of transactions to be charged on the credit card include: advance purchase or arrangement of approved employee travel and accommodations, school supplies, instructional materials, pupil transportation, technology, assistive technology, furniture, athletic equipment, school food, dues, subscriptions, and other items related to Charter School operations. Authorized expenses that do not fall under this Credit Card Use Policy shall be submitted and paid through the check disbursement process.
 9. Credit card points accrued by ECRA employees using the Charter School's credit cards are the property of ECRA.
 - a. Credit card points can be converted only and exclusively for the benefit of the Charter School and with the permission of the Executive Director and Board of Directors.
 - b. Prior to the conversion of any specific school-related use of accrued points, ECRCHS shall provide a memorandum to the ECRA Board of Directors for approval.
 - c. Records of how the converted credit card points were used must be maintained.
 10. Personal use of the Charter School's credit cards is prohibited. State laws prevent the unauthorized loaning and/or misappropriation of public funds. Accidental personal use of the Charter School's credit card must be brought to the immediate attention of the employee's direct administrative supervisor and will be dealt with on a case-by-case basis. In all cases, reimbursement for accidental charges shall be paid in full within 30 days of the purchase. Reimbursement of the personal expense in this manner is required, but shall not prevent ECRA from taking further action against the employee. Interest charges will accrue at the then-applicable IRS-established rate when reimbursement is not made in 30 days from the personal charge.

ECRA
FISCAL CONTROL POLICIES AND PROCEDURES

11. Employee is responsible for maintaining all receipts. If a receipt is missing, then the employee must request copies of the receipt from the credit card company at his/her expense. See "Employee Receipts/Substantiation" for exceptions to the receipts requirement.

12. Employee shall submit, prior to the purchase being charged on the credit card, for each credit card transaction, a signed copy of the "Credit Card Expenditure Form" substantiating:
 - a. Who the expenditure was for;
 - b. What the expenditure was for;
 - c. Where the expenditure was made;
 - d. Why the expenditure was made; and
 - e. When the expenditure was made.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

ACCOUNTING

Key Accounting Thresholds

1. Checks over \$10K require two signatures.
 - a. Note, credit card transactions over \$10K do not require two signers since paying the monthly statement will require two check signatures.
2. Non-budgeted contracts that exceed \$50K during a calendar year and last beyond an academic year require Governing Board approval.
3. Request for Proposals are required for projects that will be financed with bond funds that are subject to Public Contract Code 20111(a) and (b).

Purchasing in the Enterprise Resource Planning System (ERP)

1. The Charter School will use an ERP system to store all financial transactional data.
2. Employees will make purchase requisitions in the ERP. Purchase Requisitions can be created using the following information provided by the vendor:
 - a. An invoice or estimate prepared by the vendor, but which has not yet been processed for sale by the vendor.
 - b. Sales quotation provided by the vendor for use by the employee to assist in decision making and subsequent creation of a purchase requisition in the ERP system.
3. Accounting Staff will review the purchase requisition to check whether the Charter School has adequate resources (i.e. cash).
4. If the expenditure is in the approved budget, or the Charter School has adequate resources to make the purchase, the Accounting Staff will forward the purchase requisition to the authorized supervisors (e.g. department head and authorizing administrator). The authorized supervisors must:
 - a. Determine if the expenditure is allowable under the appropriate revenue source.
 - b. Determine if the expenditure is appropriate and consistent with the Charter School's mission, approved charter petition, school policies and procedures, and any related laws or applicable regulations.
 - c. Determine if the price is competitive and prudent. All purchases over \$100,000 must be Board approved and must include documentation of a good faith effort to secure the lowest possible expected cost¹ for comparable goods or services. If the purchase does not represent the lowest cost option, a business purpose must be provided.

¹ Expected cost considers the product's price, quality, life, future maintenance costs, salvage value, environmental impact, school's mission, source and materials.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

5. If the purchase order is approved, the purchase can be made by the employee through the reimbursement process or by the Charter School on behalf of the employee.
6. When the supplier/vendor submits to ECRA the final invoice, or when an employee submits an expense report, the Charter School will make the payment by requesting a check or by paying by credit card.
7. Since goods and services are sometimes received after payment, the employee making the purchase or shipping and receiving staff must certify that the product has been received, or that service has been provided, before closing the purchase in the ERP.
8. Some payments may be delayed if the vendor is a sole proprietor or a partnership, and it has not provided the Charter School with a valid W-9 form.
9. The board approved credit card holders may authorize an individual to use the Charter School credit card to make an authorized purchase on behalf of the Charter School, consistent with guidance provided by the Fiscal Policies and Procedures Handbook.
 - a. The Charter School's business personnel will keep the school's credit card in the Charter School's safe. Any authorized person who uses this credit card must return it to the Charter School's safe within three (3) hours of use, unless authorized otherwise by the card holder.
 - b. The other Charter School vendor-specific charge cards will be kept under supervision of the board approved card holders
 - c. If receipts are not available or are "missing," the individual making the charge will be held responsible for payment.
 - d. Credit and vendor-specific charge cards will bear the names of both EL CAMINO REAL ALLIANCE and the board approved card holder(s).

Petty Cash

1. The Accounting Staff will manage the petty cash fund from the student store.
2. The petty cash fund will be capped at \$1,000 at the school site, but it will typically hold \$500. This does not include cash held for school events.
3. All petty cash will be kept in the Charter School's safe. Only the Accounting Staff will have access to the petty cash box.
4. All disbursements will require a completed and signed petty cash slip, as well as a register receipt for all purchases.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

5. The Accounting Staff will insure that the petty cash slip is properly completed and that a proper receipt is attached.
6. At all times the petty cash box will contain receipts and cash totaling \$500. A register receipt must support the petty cash slip. The individual using the petty cash to make a purchase is responsible for submitting the receipt for the petty cash slip to the Accounting Staff within 48 hours of withdrawing the petty cash.
7. When expenditures total \$300 (when cash balance is reduced to \$200), the Accounting Staff will total the disbursements, complete a petty cash reimbursement form, and obtain the approval of the Assistant Principal. This should be done on at least a quarterly basis. The petty cash slips and supporting receipts will be attached to the reimbursement request form and forwarded to the Accounting Staff.
8. Petty cash fund reimbursement checks will be made payable to ECRA.
9. Any irregularities in the petty cash fund will be immediately reported in writing to the Chief Business Officer.
10. Loans will not be made from the petty cash fund.
11. The CBO or designee may conduct surprise counts of the petty cash fund.

Contracts

1. The following may sign school-related contracts within the approved budget:

- Authorizing Personnel

The Governing Board must also approve the following contracts:

- Non-Public Contracts - \$50,000 or more for construction, equipment, materials, supplies, non-professional services and repairs
 - Public Contracts (i.e. public bonds):
 - Bid limit under Public Contract Code 20111(a) of \$50,000 or more for equipment, materials, supplies, services and repairs.
 - Bid limit under Public Contract Code 20111(b) of \$15,000 or more for construction contracts.
2. Consideration will be made of in-house capabilities before contracting for outside services. Below are considerations:
 - a. Whether the services needed is for a limited time period.
 - b. Whether the contract service provider has expertise not otherwise available to the Charter School.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

- 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.
3. The Accounting Staff will keep and maintain a contract file evidencing the competitive bids obtained (if any) and the justification of need for any contracts over \$100,000.
4. Written contracts clearly defining work to be performed will be maintained for all contract service providers (i.e. consultants, independent contractors, subcontractors).
 - a. Contract service providers must show proof of being licensed and bonded, if applicable, and of having adequate liability insurance and worker's compensation insurance currently in effect. The CBO or designee may also require that contract service providers list ECRA as an additional insured.
5. If the contract service provider is a sole proprietor or a partnership (including LP, and LLP), the Accounting Staff will obtain a W-9 from the contract service provider prior to submitting any requests for payment.
6. The Executive Director or Chief Business Officer will approve proposed contracts and modifications in writing.
7. Contract service providers will be paid in accordance with approved contracts as work is performed.
8. The Chief Business Officer and/or Assistant Principal will be responsible for ensuring the terms of the contracts are fulfilled.
9. Potential conflicts of interest will be disclosed upfront, and the Executive Director, Chief Business Officer, Assistant Principal(s) and/or Member(s) of the Governing Board with the conflict will not participate in any manner in the preliminary discussions, negotiations, compromises, reasoning, planning and solicitation for applications for the contracts. If an ECRA Board member is financially interested in a contract, the entire Board is prohibited from voting on the contract. Financially interested employees shall disclose the conflict in writing and are prohibited from participating in, influencing, or attempting to influence the making of the contract.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

ACCOUNTS PAYABLE

Bank Check Authorization

1. All original, itemized invoices will immediately be forwarded to the Accounting Staff for scanning and then sent to the Authorizing Personnel for approval.
2. The authorizing personnel will carefully review each invoice, attach all supporting documentation, and verify that the specified services and/or goods were received. When receiving tangible goods from a vendor, the person designated to receive deliveries should trace the merchandise to the packing list and note any items that were not included in the shipment. The packing list should be submitted with the invoice. Accounting Staff will adjust the invoice for any missing items noted on the packing list before processing for payment. In the case goods are received after payment, or documentation showing receipt is missing, the Accounting Staff will verify with the employee that goods have been received.
3. Once approved by the Authorizing Personnel, Accounting Staff will trace by use of the ERP in most cases, all documentation from the invoice to either the original purchase requisition or budget item. Then s/he will prepare the vendor report for signature by the Authorizing Personnel for payment.
4. The student store personnel will prepare the checks from the approved vendor report and send a copy to the Back Office Services Provider for the bank reconciliation.

Bank Checks

1. The Governing Board will approve, in advance, the list of authorized signers on the Charter School's account. The Executive Director, and any other employee/board member authorized by the Governing Board, may sign bank checks within established limitations.
2. The Governing Board will be authorized to open and close bank accounts.
3. The student store personnel will be responsible for all blank checks and will keep them under lock and key.
4. When there is a need to generate a bank check, the Authorized Personnel will send appropriate approved documentation to the Accounting Staff.
5. Once approved by the Authorizing Personnel, Accounting Staff processes the check for signatures.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

- a. Two authorized check signers will co-sign checks in excess of \$10,000 for all non-recurring items.
 - b. All checks less than \$10,000 require the signature of only one authorized check signer.
 - c. Checks may not be written to cash, bearer, or petty cash. Under no circumstance will any individual sign a blank check.
6. Accounting Staff will record the check transaction(s) into the ERP system.
7. Accounting Staff will distribute the checks and vouchers as follows:
- a. Original – mailed or delivered to payee
 - b. Duplicate or voucher – attached to the invoice and filed by vendor name by Accounting Staff
 - c. Cancelled Checks – filed numerically with bank statements by the Back Office Services Provider
 - d. Voided checks will have VOID written in ink.

Bank Reconciliation

1. Bank statements will be received directly or printed directly from online banking by the Back Office Personnel.
2. Back Office Personnel will examine all paid checks for date, name, cancellation, and endorsement. Any discrepancies regarding the paid checks or any checks over 90 days will be researched and if applicable deleted from the accounting system.
3. Back Office Personnel will prepare the bank reconciliation, verifying the bank statements and facilitating any necessary reconciliation.
4. Back Office Personnel will compare the reconciled bank balance to the cash in the bank account and to the general ledger, immediately reporting any material discrepancies to the Financial Leader at Back Office Services Provider assigned to the Charter School and the Chief Business Officer.

Timely Payment of Credit and Store Charge Card Statements

1. Timely payment of statements is required in order to avoid the imposition of late fees or other penalties by the card issuer. The employee responsible for providing any necessary documentation for payment (receipts, etc.) is required to pay any applicable late fees and/or interest.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

2. Accounting personnel will access the Charter School's account on the card issuer's website and register for electronic statements using an ECRA email address coordinated in the Business Office. If only one email address may be the recipient of the monthly statement, that employee will set up an email forwarding rule to automatically copy another key employee on the statement.
3. On the day the statement is received, the assigned employee will note the due date and begin matching available documentation for the included charges. All documentation will be generated from the ERP system and employee receipts.
4. Accounting personnel will work diligently to obtain all necessary documentation supporting charges prior to paying each statement by its due date.
5. If unsubstantiated charges remain on the statement when it is paid, accounting personnel will keep and maintain a log of these charges. The Chief Business Officer and Executive Director will review the list and follow the procedure under "Employee Receipts/Substantiation".

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

ACCOUNTS RECEIVABLE

1. Documentation will be maintained for accounts receivable and forwarded to the Back Office Personnel.
2. Accounts receivable will be recorded by the Back Office Personnel in the general ledger and collected on a timely basis.

Cash Receipts (Cash and Checks)

1. For each fundraising or other event in which cash or checks will be collected, a coordinator will be designated, who will be responsible for collecting and holding all cash and checks for the purpose of the fundraising activity.
 - a. The Accounting Staff will record each transaction in a receipt book at the time the transaction is made, with a copy of the receipt provided to the donor.
 - b. The cash, checks, receipt book, and deposit summary must be given to the ECRA Accounting Staff, who will immediately put the funds in a secure, locked location.
 - c. Both the Event Coordinator and either the Accounting Staff(s), volunteer, or Assistant Principal will count the deposit and verify the amount of the funds in writing.
2. Cash/checks dropped off at the Charter School office will be placed directly into the student store safe by the person dropping off the cash/checks.
 - a. All funds are deposited into the safe in a sealed envelope, along with any notes, forms, or other descriptions of how the funds are to be used.
 - b. The Accounting Staff(s) or Assistant Principal and Executive Director will open the safe to verify the cash/check amounts, and sign off on the amounts received.
 - c. The safe will be emptied at least two times per week when school is in session, corresponding to days when deposits are made. When school is not in session, the safe will be emptied within 48 hours when cash and checks exceed \$5K.
3. Cash/checks dropped off in the classroom will utilize the classroom envelopes. Each morning, the homeroom teacher assigned to that classroom will collect all forms, payments, etc. that have been brought in by students that day and place them in a large envelope. Before lunchtime, an office staff member and a second staff member (who may be an office staff member or an aide) shall collect all envelopes from each classroom and bring them to the student store, where they will be processed following the guidelines used for cash receipts, outlined above.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

4. Mail (including anything official such as governmental notices, invoices and checks) received at the Charter School must be opened and converted into an electronic document for the Back Office Personnel.
 - a. For any cash or checks received in the mail, the funds will be deposited into the Student Store. The personnel there will follow the guidelines used for cash receipts.
5. All checks will be immediately endorsed with the Charter School deposit stamp, containing the following information: "For Deposit Only; El Camino Real Alliance; Bank Name; Bank Account Number."
6. A deposit slip will be completed by the Accounting Staff and initialed by the Assistant Principal for approval to deposit. The deposit slip will be duplicated and documentation for all receipts (copy of check, letter, etc.) will be attached to the duplicate deposit slip.
7. The deposit receipt will be attached to the deposit documentation and forwarded to the Back Office Personnel.

Returned Check Policy

1. A returned-check processing fee will be charged for checks returned due to non-sufficient funds (NSF). Unless otherwise pre-approved by Authorizing Personnel, payment of the NSF check and processing fee must be made by money order or certified check.
2. In the event that a second NSF check is received by any individual, the Charter School will no longer accept checks from that individual. Payment of the NSF check, the processing fee and any subsequent payment(s) by that individual must be made by money order or certified check.
3. In the case of NSF checks written by parents of students, failure to pay may result in the withholding of report cards/transcripts at the end of the semester and/or school year until payment is received, unless other mutually agreeable arrangements are approved by the Executive Director and/or Governing Board.
4. If unsuccessful in collecting funds owed, the Charter School may initiate appropriate collection and/or legal action at the discretion of the Executive Director and/or Governing Board.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

PAYROLL

Personnel Information

1. The business personnel will maintain all employee information in ECRA's ERP system.
2. An employee's hiring is not effective until the employment application, form W-4, and I-9 form have been completed.
3. An employee's hiring date is the first day the employee works, not when s/he has been offered the position.
4. The Accounting Staff will maintain a position control list and notify the Governing Board of any variances to the position control throughout the year.

Stipend Volunteers

1. These individuals are ECRA volunteers who earn a small stipend for assisting with school programs (e.g. Athletics).
2. These volunteers receive stipends through the Charter School's payroll system. The stipends are either paid out in a lump sum or in even amounts by pay periods for the scheduled period of service.

Timesheets

1. All employees will be responsible for completing a timesheet including vacation, sick, and holiday time (if applicable). The employee and the appropriate supervisor will sign the completed timesheet.
2. The completed timesheets will be submitted to the Accounting Staff by the payroll period deadline designated by the Back Office Services Provider.
3. Incomplete timesheets will be returned to the signatory supervisor and late timesheets may delay payroll into the next period. No employee will be paid until a correctly completed timesheet is submitted.
4. If an employee is unexpectedly absent and therefore prevented from working the last day of the pay period or turning in the timesheet (such as an employee calling in sick), the employee is responsible for notifying the signatory supervisor or for making other arrangements for the timesheet to be submitted. However, the employee must still complete and submit the timesheet upon return.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Overtime

1. All employees should seek pre-approval of unscheduled time (e.g. overtime) from their authorized supervisor in the Charter School's payroll system (i.e. Stratus Time).
2. Overtime only applies to non-exempt employees and is defined as hours worked in excess of eight hours a day and/or forty (40) hours within a five-day period of time. Any hours worked in excess of an employee's regular work schedule must be pre-approved by the supervisor, unless it is prompted by an emergency. If a supervisor identifies a recurring need for overtime in any given position, the supervisor should immediately consult with the Executive Director or Chief Business Officer for further guidance.

Payroll Processing

1. Hourly employees must sign timesheets to verify appropriate hours worked, resolve absences and compensations, and monitor number of hours worked versus budgeted. The authorized supervisor will approve these timesheets. No overtime hours should be listed on timesheets without proper authorization or explanations as to why they occurred. The signatory supervisor will submit a summary report of timesheets to Back Office Services Provider who will verify the calculations for accuracy.
2. Salaried employees must sign into time clock system or use timesheets to verify working days for accuracy. A person from the business office will provide the designated school employee with any payroll-related information such as sick leave, vacation pay, and/or any other unpaid time.
3. The Accounting Staff will notify Back Office Services Provider of all authorizations for approved stipends and the hourly or daily rate.
4. Back Office Services Provider will prepare the payroll worksheet based on the summary report from the designated school employee.
5. The payroll checks (if applicable) will be delivered to the Charter School. Accounting Staff will document receipt of the paychecks and review the payroll checks prior to distribution.

Payroll Taxes and Filings

1. Back Office Services Provider will prepare payroll check summaries, tax and withholding summaries, and other payroll tracking summaries.
2. Back Office Services Provider will prepare the state and federal quarterly and annual payroll tax forms, review the forms with the Chief Business Officer or Executive Director, and submit the forms to the respective agencies.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Record Keeping

1. The designated school employee will maintain written records of all full time employees' use of sick leave, vacation pay, and any other unpaid time.
 - a. The designated school employee will immediately notify the authorized supervisor if an employee exceeds the accrued sick leave or vacation pay, or has any other unpaid absences.
 - b. Records will be reconciled when requested by the employee. Every employee must maintain personal contemporaneous records.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

FINANCE/RESERVES/INSURANCE/LIABILITIES/ASSETS

Financial Reporting

1. In consultation with the Chief Business Officer and Finance Committee, Back Office Services Provider will prepare the annual financial budget for approval by the Governing Board.
2. Back Office Services Provider will submit a monthly balance sheet and monthly revenue and expense summaries to the Chief Business Officer including a review of the discretionary accounts and any line items that are substantially over or under budget. The report will be reviewed at the scheduled board meeting and action will be taken, if appropriate.
3. Back Office Services Provider will provide the Chief Business Officer and/or Governing Board with additional financial reports, as needed.

Financial Institutions

1. All funds will be maintained at high quality financial institution(s).
2. For CD accounts, at least 80% of funds will be maintained in CDs with a maturity of less than five (5) years. The remaining 20% can be held in high quality CDs with between five (5) years to ten (10) years to maturity.
3. Physical evidence will be maintained on-site for all financial institution transactions.

Loans

1. The Executive Director and the Governing Board will approve all loans from third parties. In the case of a long-term loan, approval may also be required from the charter-granting agency in accordance with the terms of the charter petition and/or other lenders in accordance with the loan documents.
2. Once approved, a promissory note will be prepared and signed by the Executive Director before funds are borrowed.
3. Employee loans, including salary advances, are not allowed.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

Retention of Records

1. Financial records will be maintained indefinitely in original or electronic format.
2. Financial records will be shredded once they are converted into electronic format.
3. Appropriate back-up copies of electronic and paper financial and attendance accounting data will be regularly prepared and stored in a secure on-site location.

Funds Balance Reserve

1. The following minimum fund balance reserve must be maintained:
 - a. Economic Uncertainties - At least 5% of the total unrestricted General Funds; as of June 2016, this is ~\$1,800,000.
 - b. LAUSD Insurance Deductible - \$1,000,000
2. The CBO may also set aside additional reserves for other reasons, such as:
 - a. Capital Expenditures
 - i. The national average is ~10% of the entire annual budget each year; this money is spent on capital outlay and interest on school debt (http://www.nea.org/assets/docs/NEA_Rankings_And_Estimates-2015-03-11a.pdf)
 - b. Retiree Benefits
 - i. ECRA is setting aside funds to meet its ~\$47MM unfunded liability.
 - c. State Revenue Deferrals
 - i. As of June 1, 2016, the state revenue deferral is not significant.
3. Back Office Services Provider will provide the CBO with balance sheets on a monthly basis. It is the responsibility of the CBO and the Governing Board to understand the Charter School's cash situation. It is the responsibility of the Authorizing Personnel to prioritize payments as needed. The Executive Director and CBO have responsibility for all operations and activities related to financial management.

Insurance

1. Back Office Services Provider will work with the Chief Business Officer to ensure that appropriate insurance is maintained at all times with high quality insurance providers.
2. The Accounting Staff will maintain the files of insurance policies, certificates of insurance, insurance policies and procedures, and related claim forms.

ECRA FISCAL CONTROL POLICIES AND PROCEDURES

3. The Chief Business Officer and Back Office Services Provider will carefully review insurance policies on an annual basis, prior to renewal. A request for proposal must be done at least every five years.
4. Insurance will include general liability, worker's compensation, student accident, professional liability, and directors' and officers' coverage. Supplementary coverage will cover the after-hours and weekend activities. Coverage will be in line with the limits listed in the Charter School's approved charter petition.

Asset Inventory

1. An asset is defined as all items, purchased or donated, with a value of \$5,000 or more and with a useful life of more than one year.
2. Accounting Staff will file all receipts for purchased asset.
3. Reconciling Personnel will maintain an inventory or log of all assets. The log will include the original purchase price and date, a brief description, serial numbers, and other information appropriate for documenting assets.
4. The Charter School will take a physical inventory of all District and ECRA assets, separately, within 90 days of the end of each fiscal year, indicating the condition and location of the asset.
5. The Assistant Principal(s) will immediately be notified of all cases of theft, loss, damage or destruction of assets.
6. The Assistant Principal(s) will submit to Reconciling Personnel written notification of plans for disposing of assets with a clear and complete description of the asset and the date of disposal.

Parking Lot Liability

1. Parking lot related incidences are not covered under any insurance policy unless there is a witness. The Charter School assumes no liability for damage to cars:
 - a. Parked in the parking lot during school hours
 - b. Parked in the parking lot before and after school hours
2. Otherwise, liability is as follows:
 - a. If a student willfully causes damage (i.e. not an accident as described above), the student's parent or guardian is responsible.
 - b. If a parent or other visitor causes damage, that individual is responsible for the damage.

ECRA
FISCAL CONTROL POLICIES AND PROCEDURES

- c. If an employee causes damage, the employee is responsible for the damage.
- d. If an unknown person causes damage and there is no witness, the affected individual would determine if they have applicable coverage through his/her individual insurance policies.

APPENDIX I – STUDENT GIFT ACKNOWLEDGEMENT

**El Camino Real Charter High School
Student Gift Acknowledgement and Release of Liability**

El Camino Real Charter High School (“ECRCHS” or the “Charter School”) supports and encourages student participation in extracurricular activities and believes in recognizing exemplary individual achievement when appropriate. Therefore, on occasion, ECRCHS rewards individual students for accomplishments in extracurricular activities by presenting the student with a monetary reward (e.g., a gift card) intended to be used for educational purposes.

Student Agreement

As a condition of receiving of a monetary equivalent reward, I acknowledge that (please initial):

_____ I am receiving a monetary equivalent reward for an individual accomplishment.

_____ I intend to use the reward for educational purposes.

_____ I voluntarily waive, release, and discharge any and all claims for damages against ECRCHS, El Camino Real Alliance, its officers, employees, and agents which I may have, or which hereafter may accrue, arising out of or related to use of this reward.

Parent/Legal Guardian Agreement

As a condition my student receiving of a monetary equivalent reward, I acknowledge that (please initial):

_____ My student is receiving a monetary equivalent reward for an individual accomplishment.

_____ I understand that my student shall use the reward only for educational purposes and I will help ensure this occurs.

_____ I voluntarily waive, release, and discharge any and all claims for damages against ECRCHS, El Camino Real Alliance, its officers, employees, and agents which I may have, or which hereafter may accrue, arising out of or related to use of this reward.

Reward Recipient Name: _____

Purpose of Reward: _____

Reward Description and Amount: _____

Student Signature: _____ Date: _____

Parent/Guardian Signature: _____ Date: _____

ECRCHS Representative Signature: _____ Date: _____

APPENDIX II – CREDIT CARD RESPONSIBLE USE FORM

ECRA SCHOOL's CREDIT CARD RESPONSIBLE USE FORM

Usage Term _____ (academic year)

For Credit Card _____ (last four numbers only)

Employee Information:

- Name _____
- Position _____

By signing below, you agree that you have read, reviewed and will abide by the terms of the Credit Card Responsibility Use Form. User agrees to the following:

- Employee must receive pre-approval before using the card for a specific purpose.
- If credit card is taken out of the safe or school premises, employee must return the credit card as soon as it is used for a specific purpose. It may not be taken out for more than 24 weekday hours.
- Employee may not make any personal charges.
- Employee is responsible for maintaining all receipts. Along with the receipts, an appropriate description of each purchase must be provided.
- Employee is responsible for any late fees and/or interest the credit card company charges for failing to provide document within 10 days of the credit card statement's closing date.
- Employee must report any fraudulent, lost or stolen card immediately to the credit card company and ECRA.

Employee Signature

Employee Name

Executive Director's Signature

Executive Director's Name

Cover Sheet

Discuss FCMAT Letter

Section: IV. School Business
Item: H. Discuss FCMAT Letter
Purpose: Discuss
Submitted by:
Related Material: FCMAT Letter.pdf



CSIS California School Information Services

October 2, 2017

David Hussey, Executive Director
El Camino Real Charter High School
5440 Valley Circle Boulevard
Woodland Hills, CA 91367

Dear Executive Director Hussey,

In July 2017 the El Camino Real Charter High School and the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement for FCMAT to review the charter school's operations and procedures. Specifically, the study agreement states that FCMAT will complete the following:

1. Conduct on-site visits to meet with staff and review internal controls, processes and procedures for the business office. The on-site assistance will include, but not be limited to providing recommendations for improvement, if any, in the following areas:
 - Purchasing, including travel and conference
 - Accounts payable
 - Accounts receivable
 - Payroll
 - Student store

During fieldwork on August 3 and 4, 2017 the FCMAT study team visited the charter high school, conducted interviews, and reviewed documentation.

This draft management letter contains the study team's findings and recommendations. Please review the draft letter and provide any suggested changes or revisions by October 15, 2017.

Internal Controls

Internal controls are the processes that create checks and balances to safeguard assets. When a system of internal controls is set up using segregation of duties, no one person has complete oversight of or handles a transaction from initiation to reconciliation. This is a benefit because it can help detect errors, omissions or duplications. The effectiveness of internal controls is affected by the availability and quality of information used to monitor the organization's operations, the effects of the social environment on employees, and the policies and procedures that guide the organization. Internal controls provide an

FCMAT

Michael H. Fine , Chief Executive Officer

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Administrative Agent: Mary C. Barlow - Office of Kern County Superintendent of Schools

opportunity to monitor and measure an organization's assets and resources, and to help protect those assets from misappropriation, abuse, or fraud.

Internal controls should be set up in all educational agencies to accomplish the following:

1. Help identify and correct inefficient processes.
2. Comply with state and federal regulations.
3. Prevent management from overriding internal controls.
4. Assure the governing board that the internal control system is sound.
5. Educate employees on the use of and expectations regarding proper internal controls.

Effective internal controls are designed to ensure the following:

1. Effectiveness and efficiency of operations.
2. Reliability of financial reporting.
3. Compliance with applicable laws and regulations.

Internal controls can provide only reasonable assurance, not absolute assurance, that an organization will achieve its goals and objectives.

Ineffective internal controls may include, but are not limited to, the following:

1. Failure to segregate duties and responsibilities of authorization.
2. Unrestricted access to assets or sensitive data (e.g., cash, fixed assets, personnel records).
3. Failure to record transactions, resulting in lack of accountability.
4. Failure to reconcile assets with the appropriate records.
5. Unauthorized transactions.
6. Unimplemented controls because of unqualified personnel.
7. Little or no supervision, which may result in collusion among employees.

Internal controls have five components that work together:

- Control environment
- Risk assessment
- Control activities
- Monitoring activities
- Information and communication

The methods implemented to achieve adequate internal controls must be scaled to accommodate an organization's staffing, structure, programs and resources. The objectives of the five components are described below along with recommendations for implementation.

Control Environment

The control environment consists of the structures, processes and standards established to help carry out the internal control process. It includes management and governance functions, and the tone, awareness and actions of those in upper-level management positions. Expectations are set here, and values are inculcated throughout an organization. The strength of the internal control environment is influenced by many factors including organizational values and history, management philosophy and operating style, organizational structure or configuration, assignment of authority and responsibility, and employee expertise and proficiency.

Risk Assessment

Risk assessment identifies and analyzes the risk factors that imperil an organization's ability to achieve its objective of accurate financial information. These may include errors, violation of policy, fraud, or noncompliance. Risk assessment is an ongoing process of identification and analysis.

Control Activities

Control activities are the policies and procedures that help ensure that management's directives are carried out in an organization. Some common control activities include performance reviews, authorization, physical controls, and segregation of duties.

Monitoring Activities

Monitoring involves ongoing evaluation of the effectiveness of controls and making adjustments or corrections when necessary.

Information and Communication

Managers can obtain or create and use relevant information from internal and external sources to support internal control functions. Communication is continually obtaining, providing and sharing information. Internal communications should be disseminated throughout an organization through the chain of command, and should flow up, down, and across all levels. In this way, management can communicate the importance of internal controls. Internal communication can be carried out through group meetings, face-to-face dialogue, or using technology such as intranet sites or emails. External communication allows relevant external information to be brought into an organization and provides information to external parties in response to requests or requirements.

Internal Controls at El Camino Real Charter High School

Most people in an organization are responsible for internal controls in some capacity because almost everyone either produces information used by the internal control system or is responsible for taking actions to implement internal controls. School administrators, governing board members, and auditors have additional responsibility to ensure that an organization's internal controls are effective.

As the charter school's leader, the executive director sets the organizational tone, influencing all activities and decisions, developing the internal control mindset of its employees.

The chief business official is responsible for integrating all five internal control components into the charter school's administrative system. The administrative team provides leadership and direction to managers as well as feedback on their internal control decisions. Managers are responsible for assigning

specific internal control policies and procedures, control activities, and monitoring to appropriate personnel.

The governing board works as a group to provide governance, guidance and oversight. Individual board members can improve the control environment when they are inquisitive, free from bias, informed, and conduct themselves in an ethical manner.

Independent auditors determine whether the internal controls used are properly designed and implemented and whether they are working effectively. They also make recommendations for improvement; however, this should never be the only method of monitoring internal controls.

During fieldwork, FCMAT noted the need for improvement in the following areas related to internal controls:

Staff Cross-training

The charter school lacks cross-training in its business office. More than one employee should be able to perform each job so the school can have adequate coverage when an employee is absent.

Segregation of Duties

The charter school lacks adequate internal accounting procedures. FCMAT observed cash being counted by one employee rather than by two as is necessary to ensure checks and balances. No employee should have custody of an asset such as cash and maintain the records for the transactions, and no one employee should be responsible for a financial process or transaction from start to finish.

Professional Development

The Business Services Department staff receive almost no outside professional development, and employees who do receive professional development indicate that the training is not directly applicable to their jobs. To improve their skills and build the organization’s capacity, these employees need ongoing training that is applicable to their job duties.

Organizational Chart

The charter school lacks an up-to-date organizational chart. An organizational chart is important because it shows the structure and the relationship of all positions, and this structure establishes the framework and the delegation of specific responsibilities and duties for all staff members. This document is also needed to identify the chain of command and the responsibility for functional areas for each staff member.

Recommendations

The charter school should:

1. Provide professional development opportunities outside of the school to expose business office staff to best practices relevant to their job duties.
2. Ensure that no one employee has custody of an asset, such as cash, and maintains the records for the transactions exclusively. Implement procedures that discourage or prevent one employee from maintaining responsibility for a financial process from start to finish.

3. Implement cross-training among staff to ensure that more than one employee can perform each job and thus enable the organization to maintain adequate coverage during employee absences.
4. Create an organizational chart that identifies all charter school office positions and the chain of command.
5. Identify ways to hold individuals accountable for performing internal control responsibilities throughout the organization.

Accounts Payable and Purchasing

The charter school uses the ERP financial system to process purchase requisitions; this is a system developed and implemented in-house by the charter high school's technology staff. The purchase requisition system is mostly automated and includes an approval path for each requisition. The initiator of a purchase requisition, such as a teacher, enters the vendor, purchase amount and account code into the ERP system, then it is transmitted electronically to the department chairperson, who decides whether the requisition should be processed. If the requisition is processed, it is transmitted electronically to the accounts payable specialist, who ensures that the requisition has been coded correctly. If the requisition has been coded correctly, the accounts payable specialist forwards the requisition electronically to the principal in charge of administrative approvals, who creates a purchase order on the ERP system using the information in the purchase requisition. Once a purchase order has been created, the purchasing clerk opens the purchase order on the ERP system and sends the purchase order to the vendor, and a copy to accounting through the ERP system, and a hard copy to receiving. The transmission of the hard copy to receiving is the only manual process in an otherwise automated system.

The charter school uses a similar process when making purchases through online vendors. A purchase order in excess of \$50,000 requires advance approval by the board and as a result cannot always be expedited administratively.

The charter school has a contract with Print Spot, a private company, which has been in effect since 2016. In addition to performing print and copy services, a Print Spot employee acts as a de facto receiving agent for the charter school. The Print Spot employee confirms the receipt, and sometimes quantity, of items generated through purchase orders. The Print Spot employee receives a hard copy list of items and sorts them into four files: 1) purchase order items not yet received; 2) purchase order items received and quantified; 3) bills of lading or packing slips; and 4) a hold file for incomplete orders.

In most instances, a completed purchase order will be signed by the Print Spot employee as final, then delivered to a classroom. The initiator of the purchase requisition (e.g., the classroom teacher) is not given the opportunity to review the order to ensure the order is complete and the items are without defect. Hard copies of signed purchase orders are delivered to the business office, where they are matched with corresponding invoices, then flagged as ok to pay by the executive director in the ERP financial system. It would be beneficial to revise this process to include the initiator of the order in the receiving process to ensure orders are satisfactory and complete.

The Print Spot employee is provided to the charter school as part of a printing services agreement executed December 15, 2015. The agreement states that Print Spot is to provide printing services to the charter school and will make available for exclusive use one of its employees. The Print Spot employee is to provide copy services on demand using the charter school's supplies and equipment, ship and receive

packages, and collect textbooks. The agreement also states that the Print Spot employee shall not be deemed an employee of the charter school.

Best Practices

Public agencies, including charter schools, use purchase orders to initiate purchases from vendors. Purchase orders are used to complete an approval process prior to purchase, communicate the order to the vendor, and encumber the amount of the purchase order against a budget. Purchase orders can also be used to track the receipt of goods and services and provide information to accounts payable for auditing purposes.

When paying invoices, accounts payable should ensure that each vendor invoice references a charter school purchase order number. If no purchase order is indicated, accounts payable may have to search the purchase order database using vendor, items purchased, and ship-to locations to find the purchase order. Once the purchase order is located, accounts payable should verify that the items on the invoice match the items on the purchase order. When matching invoices to purchase orders, the charter school should be able to answer yes to the following questions:

- Does the vendor information on the invoice match the vendor information on the purchase order?
- Was the purchase order approved and issued before the invoice was received?
- Are the items invoiced the same as the items ordered?
- If paying on an open purchase order, do the items match the general category of items authorized?
- Do the amounts invoiced (by total or by item) match the purchase order?
- Does the invoice have enough detail to verify that the services were performed as contracted? An invoice for services, especially a progress invoice, should include details such as dates of service, description of services, and hours of service.

Accounts payable should also verify that invoices match the receiving document, such as a packing slip or bill of lading. The receiving of items can be verified by a receiving clerk or warehouse employee. However, the receiving of contracted services should require verification by a person with knowledge of the services being performed. The charter school should be able to answer in the affirmative or accurately the following questions regarding verifying invoices to receiving documents:

- Does the invoice match the items received?
- When were the items received? This will make a difference at year end when determining the fiscal year.
- Is the order complete and can the purchase order be finalized?

Accounts payable should also audit invoices to ensure the following:

- The purchase order, receiving document and invoice all match.
- The invoice is not a duplicate. Use exact vendor invoice number, amount and date to verify.
- The total invoice amount is correct.
- Shipping and handling have been applied correctly per the purchase order.

- Sales tax and/or use tax rate is correct for the delivery location.
- All charges are current, and the invoice does not include an amount brought forward.
- Purchase order encumbrances are sufficient to pay the current invoice or are within the charter school's variance policy.
- The invoice pricing matches any quote or bid pertaining to the purchase order.
- The account code is correct per the charter school's chart of accounts, department responsibility, and state account code requirements.
- The fiscal year for processing is correct.

Sometimes the purchase order, receiving document and invoice will not all match. This can happen in the case of direct payments for which no purchase order was issued, such as a board-authorized pay voucher; when prepayments are made for services not yet received; and when purchases are made online using an authorized credit card.

Recommendations

The charter school should:

1. Have the business office work with the information technology department to enable the ERP system to allow users to transmit a copy of a purchase order electronically to receiving.
2. Review and adjust the approval path for purchase orders to include the purchase order initiator in the receiving process to ensure that all goods and services received are satisfactory and complete.

Travel and Conferences

The charter school has developed a step-by-step online tutorial to help staff register for conferences and obtain reimbursement for legitimate travel and conference expenses. The tutorial calculates mileage reimbursement at the Internal Revenue Service (IRS) reimbursable rate, and meal reimbursements using the per diem amounts specified by the General Services Administration (GSA) for the continental United States (CONUS). The tutorial also enables a user to identify whether a substitute will be needed when the employee is absent.

The IRS sets a mileage rate annually based on the total cost to operate a vehicle (gas, maintenance, and insurance). This rate is typically issued in January for the entire calendar year. The charter school may use the IRS rate or set a lower rate. If the charter school chooses to pay more than the IRS mileage rate, the excess amount is considered a taxable wage and must be processed through payroll.

The GSA CONUS per diem rates are the maximum amounts that federal employees are reimbursed for expenses incurred while on official travel. Lodging reimbursement rates are prescribed by the charter school's fiscal policies.

The charter school's online tutorial functions as a how-to guide to register for a conference; however, it falls short of functioning as a guideline or administrative regulation. It would benefit the charter school to expand the tutorial to include information about which expenses are not allowed and to indicate what

the consequences are for employees if the guidelines are not followed. If this is done, renaming the tutorial from “Conference Attendance Request” to “Conference Attendance Request Process and Guidelines” or a substantially similar title would help reflect the change. These changes would strengthen the procedural guidance for travel and conference reimbursement.

For example, the tutorial could include language such as the following:

Reimbursable Expenses

Only expenses incurred on behalf of the charter school will be reimbursed, and only upon presentation of appropriate receipts. Charges for personal goods, services, entertainment and travel not related to the charter school are not allowed. Other examples of unallowable expenditures are:

- Personal long-distance phone calls
- Laundry
- Room service fees
- Alcohol and tobacco
- Auto rental for personal use
- In-room movies
- Nonitemized receipts (excluding per diem meals)
- Copies of receipts (excluding per diem meals)
- Any costs for nonemployees, such as spouses or children

Similarly, effective guidelines will identify the consequences to staff if they are not followed. The following is an example:

Noncompliance

If there is any violation of the “Conference Attendance Request Process and Guidelines,” including failure to obtain authorization for travel prior to travel date, no reimbursement of expenses will be permitted. In addition, submittal of the “HR Expenses” document, receipts and maps more than ___ days after the completion of travel will be cause for denial of reimbursement.

Employees are entitled to claim mileage for business travel for which they use their personal vehicle. Accounts payable is typically responsible for ensuring that an organization’s procedures are being followed and claims are paid. Like all organizations, the charter school must comply with IRS regulations regarding nontaxable benefits. Any amounts paid in excess of IRS regulations must be added to an employee’s W-2, and payroll taxes must be applied.

Commuting

The IRS has specific criteria for determining what is considered commuting. Any mileage reimbursement for commuting is considered a taxable wage and must be added to an employee’s W-2 and is subject to payroll taxes. Commuting is travel between home and work. Return trips to work are also considered commuting. For example, if a teacher returns to school for an evening event, the mileage is considered commuting. If mileage is paid for second trips to an employee’s primary work location, it is considered a wage and must be added to the employee’s W-2 and is subject to payroll taxes.

Mileage claims should include the following:

- Name, address, phone, title, and employee number (if applicable) of the claimant
- Date of the travel
- Destination and starting locations
- Business purpose of the travel
- Claimant signature and certification
- Lines for approval signatures.
- Account numbers to be charged

Any mileage claims that are not substantiated with the above information, or that are for commuting, must be considered a wage, be processed through payroll, and be taxed accordingly.

Recommendations

The charter school should:

1. Expand its online tutorial to include information on which expenses are not allowed and to indicate what the consequences are to employees if the guidelines are not followed.
2. Rename the “Conference Attendance Request” online tutorial “Conference Attendance Request Process and Guidelines” or a substantially similar title.

Accounts Receivable

School agencies throughout California, including charter schools, receive millions of dollars in payments and accounts receivable daily. Using proper internal controls ensures that cash receipts and accounts receivable are accounted for accurately in the charter school’s financial system. Cash collections and accounts receivable operations are among the most vulnerable to error or abuse if strong internal controls are not in place.

Given the nature of a high school and its annual activities, including fundraising, gate receipts, student store and others, a systemic organizationwide procedure for receiving cash and checks is essential. Proper policies, procedures and internal controls are best made with an organization’s personnel in mind because they help protect not only an organization’s assets from loss, but also its personnel from false accusations of fraud or theft.

The charter school has a fiscal policies and procedures document that identifies guidelines, including for internal controls. The document provides a sound structure and includes elements related to internal controls. Because the charter school has recently seen changes in administration and support staff in the business office and in its executive leadership, a review of the document may be warranted. The document is available on the charter school’s website, but staff may not know about it.

During FCMAT’s interviews with employees, it was clear that knowledge of accounts receivable and receiving of cash, checks and credit cards rested primarily with one employee. It is best practice to ensure that all personnel responsible for receiving cash, checks and credit cards and responsible for invoicing receive ongoing training to reduce the risk of error.

The charter school has a complete handbook of operating procedures for the Business Services Department. However, the charter school provides individual emails when there is a question regarding the ERP. As a result, the Business Services Department handles many inquiries from school and department staff members on how to accomplish particular tasks. This both adds to the department's workload and makes it difficult to keep employees at the school and in other departments properly trained, especially when there is staff turnover. This results in errors and inefficiencies.

The charter school's policies require that all fundraisers conducted identify a coordinator for each event, which is considered a sound internal control measure. However, the charter school does not require written documentation of the event or of an individual's agreement to act as coordinator. The strength of internal controls often resides in such details.

Upon completion of an event, two people — the event coordinator and one of the accounting staff, or a volunteer, or the assistant principal — count the funds and document the count in writing. Requiring one of the individuals to be an employee of the charter school is good practice; best practice is to ensure that both individuals are employees whenever possible.

The office technician I and II positions each have access to cash in the vault, operate the point-of-sale system for purchase of products, receive cash, checks and credit card payments, generate a daily cash report, and prepare the daily deposit. This constitutes a lack of internal controls because each of these individuals collects, enters into the point-of-sale system, counts, prepares the deposit, and purchases the product. Thus one person has access to multiple functions that would place the charter school's assets in jeopardy. In addition, this puts each of these individuals in a position in which they could be accused falsely of wrongdoing.

The charter school's fiscal policies and procedures document requires the signatures of an accounting staff member and either the assistant principal or the executive director when funds are brought to the charter school office for processing. There is often a need to have someone on site to count cash, checks, and credit card funds received immediately. The executive director has a busy schedule and may not be readily available. In such cases, having an employee from the business office perform this function is an appropriate option.

Teachers collect cash and checks daily and place them in an envelope in each classroom. The envelopes are picked up at noon by office staff. It would strengthen internal controls and help protect employees if the charter school provided a lockbox in each room for these envelopes and had the teacher include a tally of the amount of cash and checks collected in the envelope. Staff who pick up the envelopes containing the funds and tally sheets for them could continue to bring them to the student store, where a cash receipt is issued.

FCMAT observed two unlocked and open drawers with cash visible in the student store. It is best practice to always keep cash in a safe and secure location. Lockboxes for the student store could help secure these cash receipts.

Recommendations

The charter school should:

1. Establish an online ERP procedures manual and make it available to all staff to alleviate the workload in the Business Services Department.

2. Provide professional development opportunities outside of the school to expose business office staff to ensure best practices. This could also include hiring an outside consultant to provide the training in-house.
3. Ensure that no one employee has custody of an asset, such as cash, and maintains all records for the transactions. Ensure that no one employee handles a financial process from start to finish.
4. Create a document for fundraisers that includes detailed procedures and forms, including a revenue potential form with estimated revenues and expenditures, and a form the event coordinator signs to indicate they are responsible for the event.
5. Ensure that the event coordinator and an accounting staff member, or a volunteer, or the assistant principal, are present after a fundraising event to count funds and document the count. Ensure that at least one of these individuals is an employee of the charter school.
6. Review its fiscal policies and procedures document in light of the recent changes in its administrative and support staff in the business office and in its executive leadership.
7. Change its fiscal policies and procedures document to remove the requirement that the executive director be present to count cash received.
8. Provide lockboxes for each classroom to help secure cash and checks received daily.
9. Provide lockboxes for the student store to help secure cash received.

Payroll

The largest operating expenditures for any school agency, including any charter school, are for salaries and benefits. Typically, these account for 80% to 85% of budgeted expenditures. Internal controls in this area are critical. There are many complexities involved in processing an accurate and timely payroll in accordance with state and federal laws, rules and regulations, and in procedures related to timekeeping.

Accurate processing of employees' salaries and wages involves complex computations that include various salary schedules, hourly rates, stipends, types of paid and unpaid leave, deductions for employee benefits, and substitute pay for instructional and noninstructional staff. In addition, the charter school is required to comply with the Fair Labor Standards Act in providing compensatory time and overtime pay. Because there are so many factors and variables, it is difficult to overstate the importance of internal controls over payroll and benefits.

It is best practice to limit access to payroll and accounting systems to staff members who have a valid need for it, and to ensure that human resources (HR) personnel do not have access to change the payroll system, and that payroll personnel do not have access to change the HR system. Additional layers of access control can be applied to specific personnel in the human resources office and the payroll office, according to their respective roles and responsibilities. For example, the following division of functions is industry best practice for maintaining strong internal controls:

- Human Resources
 - Processing employee status, compensation, and benefit records

- Processing employee status change documents
- Preparing and updating employee master files
- Payroll
 - Payroll calculations
 - Preparation of payroll disbursement records
 - Preparation of payroll disbursements

Some control functions fall outside of the scope of work of the payroll and HR departments and can be assigned to individuals outside of the two departments. For example, additional controls might include:

- Review and approval of time sheets (e.g., by applicable supervisors)
- Review and approval of payroll reconciliations prior to distribution of each payroll
- Distribution of check stubs to employees (if online access is not provided), or of paychecks to employees who do not choose direct deposit

The charter school's ERP financial system has been in development in-house for more than three years and includes collaboration between the Business Services and Technology departments. However, the system is not complete and thus the charter school lacks a fully integrated financial system with payroll and HR modules.

It appears business staff spend a significant amount of time helping develop the system in addition to their regular duties. It is not feasible to expect a full-time Business Services Department employee to establish the rules and guidelines for the modules to be added, and a project of this scope and size needs to be fully developed in concept before tasks to implement it take place. However, it is critical that the Business Services Department participate in the process to provide input if the charter school continues with this project. There are many financial software applications that the charter school could purchase and use that are ready-made with all of the modules the school needs to function efficiently and effectively. The benefit of a fully-integrated system is that it will be integrated with the payroll system and will be self-reconciling.

Employees in the Business Services Department could perform all payroll functions in-house; however, the charter school is using both internal and external entities and personnel to complete this task. Specifically, the charter school's payroll process is managed by three separate entities. Charter school employees track absences using an electronic time clock, Stratus Time; employees sign in via a handprint. When an employee does not sign in or does not sign in at the designated time, the staff manually complete a spreadsheet and send it to an outside consultant, who enters the missing information into the Stratus Time application. In addition, staff prepare and send a manual spreadsheet twice a month to an outside consultant to calculate the payroll and prepare the data in a format to be scanned and sent to EdTec. EdTec prepares payroll and enters the transactions into their financial system, which is used to prepare financial reports for the charter school. Once the charter school approves the payroll report from EdTec, EdTec submits the payroll to Paychex for processing.

Employees can receive their pay by direct deposit or a hard copy check. Checks are delivered to the charter school office and either picked up or mailed to the employee. Staff track and calculate employee leaves and accruals manually using an Excel spreadsheet. This is a long, arduous process that is performed twice a month and that results in approximately one to two errors each month. Errors are corrected before approval from the accounting and finance manager and submission to Paychex.

There are several systems available that can automate reporting of employee time and absences from the school or department to payroll. Implementing such a system would streamline the charter school's process and reduce errors. Such a system would allow data entry at the school or department, enabling staff to resolve errors or issues at that time and thus reducing the delays and effort required after the information reaches payroll. In addition, an automated system can perform calculations and verifications that payroll staff members now do manually.

The charter school is not using automated position control and does not have a fully-integrated financial system. Although position control is a budgeting tool, it can also be used to ensure that only authorized positions are filled and that appropriate personnel are receiving a payroll check. This is part of a system of strong internal controls.

An effective position control system establishes checks and balances among personnel decisions, budgeted appropriations, and employee paychecks. It is not best practice to place the position control function entirely in the business department, but it is best practice to ensure that all personnel transactions related to a position are processed first through the business department. This helps ensure both the availability of a position and the adequacy of funding. An effective position control system will:

- Have unique position control numbers for each position
- Contain only board-authorized positions
- Contain only valid, funded positions
- Provide timely and accurate information
- Be used as a forecasting tool
- Be fully integrated with the payroll, accounting, budget, and HR systems or modules
- Allow salary payments only to authorized positions

Recommendations

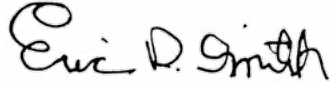
The charter school should:

1. Implement a fully-integrated financial system that includes employee leave, payroll, employee benefits, and position control modules so calculations are automatically tracked through the software.
2. Implement an employee benefits module in the fully-integrated financial system chosen so that additions, changes and terminations are managed through the software.
3. Evaluate and research options for implementing a single database to integrate all financial functions. Continue to pursue a solution that integrates position control, HR, and payroll data into one database, along with other financial functions. Give this initiative top priority.
4. Ensure that for any system implemented, the Business Services Department maintains the budget side of position control records, the HR Department hires all employees into authorized positions only, the payroll staff pay only employees hired into autho-

rized positions by HR, and neither the Business Services nor the HR departments are able to update or change the records of the other.

We appreciate the opportunity to serve you and we extend thanks to all the staff of El Camino Real Charter High School for their cooperation and assistance during fieldwork. FCMAT will continue to provide technical assistance to El Camino Real Charter High School quarterly through June of 2018.

Sincerely,

A handwritten signature in black ink that reads "Eric D. Smith". The signature is written in a cursive style with a large initial "E".

Eric D. Smith, MPA
Intervention Specialist

Cover Sheet

Approve Certification of Signatures

Section: IV. School Business
Item: K. Approve Certification of Signatures
Purpose: Vote
Submitted by:
Related Material: Certification of Signatures.pdf

El Camino Real Charter High School

SCHOOL DISTRICT

CERTIFICATION OF SIGNATURES

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

K-12 Districts: 35143, 42632, and 42633

Community College Districts: 72000, 85232, and 85233

If persons authorized to sign orders as shown in Column 2 unable to do so, the law requires the signatures of the majority of the governing board.

These approved signatures are valid for the period of: July 1, 2017 to June 30, 2018

In accordance with governing board approval dated October 19, 2017.

Signature _____
Clerk (Secretary) of the Board

NOTE: Please TYPE name under signature.

Column 1

Signatures of Members of the Governing Board

SIGNATURE
TYPED NAME Jonathan Wasser
President of the Board of Trustees/Education
SIGNATURE
TYPED NAME Diane Wynne
Clerk/Secretary of the Board of Trustees/Education
SIGNATURE
TYPED NAME Beatriz Chen
Member of the Board of Trustees/Education
SIGNATURE
TYPED NAME Lisa Crosthwait
Member of the Board of Trustees/Education
SIGNATURE
TYPED NAME Steven Kofahl
Member of the Board of Trustees/Education
SIGNATURE
TYPED NAME Julie Kornack
Member of the Board of Trustees/Education
SIGNATURE
TYPED NAME Darin Ryburn
Member of the Board of Trustees/Education

Column 2

Signatures of Personnel and/or Members of Governing Board authorized to sign Orders for Salary or Commercial Payments, Notices of Employment, and Contracts:

SIGNATURE
TYPED NAME David Hussey
TITLE Executive Director
SIGNATURE
TYPED NAME Alan Darby
TITLE Chief Business Officer
SIGNATURE
TYPED NAME Dean Bennett
TITLE Assistant Principal
SIGNATURE
TYPED NAME Lisa Ring
TITLE Assistant Principal
SIGNATURE
TYPED NAME
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SIGNATURE
TYPED NAME
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SIGNATURE
TYPED NAME
TITLE

Number of Signatures required:

ORDERS FOR SALARY PAYMENTS 1-2	ORDERS FOR COMMERCIAL PAYMENTS 1-2
NOTICES OF EMPLOYMENT 1	CONTRACTS 1

If the Board has given special instructions for signing warrants or orders, please attach a copy of the resolution to this form.

El Camino Real Charter High School

SCHOOL DISTRICT

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TYPED NAME
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TYPED NAME
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TYPED NAME
Member of the Board of Trustees/Education
SIGNATURE
TYPED NAME

If the Board has given special instructions for signing warrants or orders, please attach a copy of the resolution to this form.

Column 2

Signatures of Personnel and/or Members of Governing Board authorized to sign Orders for Salary or Commercial Payments, Notices of Employment, and Contracts:

SIGNATURE
TYPED NAME
TITLE
SIGNATURE
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TYPED NAME
TITLE

Number of Signatures required:

ORDERS FOR SALARY PAYMENTS	ORDERS FOR COMMERCIAL PAYMENTS
1-2	1-2
NOTICES OF EMPLOYMENT	CONTRACTS
1	1

Cover Sheet

Discuss and Possible Vote on Amendment to By-Laws

Section: VI. Governance
Item: A. Discuss and Possible Vote on Amendment to By-Laws
Purpose: Vote
Submitted by:
Related Material: ECR Alliance Bylaws Amended redlined.pdf

**BYLAWS
OF
EL CAMINO REAL ALLIANCE**
(A California Nonprofit Public Benefit Corporation)

**ARTICLE I
NAME**

Section 1. NAME. The name of this corporation is El Camino Real Alliance.

**ARTICLE II
PRINCIPAL OFFICE OF THE CORPORATION**

Section 1. PRINCIPAL OFFICE OF THE CORPORATION. The principal office for the transaction of the activities and affairs of this corporation is 5440 Valley Circle Boulevard, Woodland Hills, State of California. The Board of Directors may change the location of the principal office. Any such change of location must be noted by the Secretary on these bylaws opposite this Section; alternatively, this Section may be amended to state the new location.

Section 2. OTHER OFFICES OF THE CORPORATION. The Board of Directors may at any time establish branch or subordinate offices at any place or places where this corporation is qualified to conduct its activities.

**ARTICLE III
GENERAL AND SPECIFIC PURPOSES; LIMITATIONS**

Section 1. GENERAL AND SPECIFIC PURPOSES. The specific purposes for which this corporation is organized are to manage, operate, guide, direct and promote one or more California public charter schools. Also in the context of these purposes, the Corporation shall not, except to an insubstantial degree, engage in any other activities or exercise of power that do not further the purposes of the Corporation.

The Corporation shall not carry on any other activities not permitted to be carried on by: (a) a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code; or (b) a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code. No substantial part of the activities of the Corporation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

**ARTICLE IV
CONSTRUCTION AND DEFINITIONS**

Section 1. CONSTRUCTION AND DEFINITIONS. Unless the context indicates otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular

includes the plural, and the plural includes the singular, and the term “person” includes both a legal entity and a natural person.

ARTICLE V DEDICATION OF ASSETS

Section 1. **DEDICATION OF ASSETS.** This corporation’s assets are irrevocably dedicated to public benefit purposes. No part of the net earnings, properties, or assets of the corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or to any director or officer of the corporation. On liquidation or dissolution, all properties and assets remaining after payment, or provision for payment, of all debts and liabilities of the corporation shall be distributed to a nonprofit fund, foundation, or corporation that is organized and operated exclusively for educational purposes and that has established its exempt status under Internal Revenue Code section 501(c)(3).

ARTICLE VI CORPORATIONS WITHOUT MEMBERS

Section 1. **CORPORATIONS WITHOUT MEMBERS.** This corporation shall have no voting members within the meaning of the Nonprofit Corporation Law. The corporation’s Board of Directors may, in its discretion, admit individuals to one or more classes of nonvoting members; the class or classes shall have such rights and obligations as the Board of Directors finds appropriate.

ARTICLE VII BOARD OF DIRECTORS

Section 1. **GENERAL POWERS.** Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, and subject to any limitations of the articles of incorporation or bylaws, the corporation’s activities and affairs shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors (“Board”). The Board may delegate the management of the corporation’s activities to any person(s), management company or committees, however composed, provided that the activities and affairs of the corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board.

Section 2. **SPECIFIC POWERS.** Without prejudice to the general powers set forth in Section 1 of this Article, but subject to the same limitations, the Board of Directors shall have the power to:

- a. Appoint and remove, at the pleasure of the Board of Directors, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the articles of incorporation, and these bylaws; fix their compensation; and require from them security for faithful service.
- b. Change the principal office or the principal business office in California from one location to another; cause the corporation to be qualified to conduct its activities in any other state, territory, dependency, or country; conduct its activities in or outside California; and designate a place in California for holding any meeting of members.

- c. Borrow money and incur indebtedness on the corporation's behalf and cause to be executed and delivered for the corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.
- d. Adopt and use a corporate seal; and alter the forms of the seal.

Section 3. DESIGNATED DIRECTORS AND TERMS. The number of directors shall be no less than six (6) and no more than eleven (11), unless changed by amendments to these bylaws. All directors shall have full voting rights, including any representative appointed by the charter authorizer as consistent with Education Code Section 47604(b). If the charter authorizer appoints a representative to serve on the Board of Directors, the Corporation may appoint an additional community member to ensure that the Board maintains an odd number of Directors.

The Board shall strive to identify Board members who have experience in one or more of the following areas: education, government, law, business, finance/accounting, fundraising, facilities, or public relations. Additionally, in accordance with Education Code Section 47604(b), the District may appoint a representative to sit on the Board.

As outlined in the charter, the permanent Board of Directors shall be composed of the following stakeholders, as follows: At least two (2) community representatives elected by the Board; at least one (1) parent representative elected by the parent body (one vote per family); two to three (2 – 3) representatives elected by all teachers; and one (1) representative elected by all classified employees. The parent representative shall not have a child attending a school operated by the Corporation. The teacher and classified representatives shall not be employed or compensated by the Corporation.

Section 4. RESTRICTION ON INTERESTED PERSONS AS DIRECTORS. No persons serving on the Board of Directors may be interested persons. An interested person is (a) any person compensated by the Corporation for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director and excluding compensation to a retired employee in the form of retiree benefits (including, but not limited to, lifetime healthcare benefits) paid for the person's benefit by the Corporation; and (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person. The Board may adopt other policies circumscribing potential conflicts of interest.

Section 5. DIRECTORS' TERM. Each director shall hold office for three (3) years and until a successor director has been designated and qualified. Board members may serve two (2) consecutive terms. After a one-term absence from the Board, an individual is eligible for election/appointment to the Board.

Section 6. NOMINATIONS BY COMMITTEE. The Chairman of the Board of Directors or, if none, the President will appoint a committee to designate qualified community representative candidates for designation to the Board of Directors at least thirty (30) days before the date of any designation of directors. The nominating committee shall make its report at least

seven (7) days before the date of the designation or at such other time as the Board of Directors may set and the Secretary shall forward to each Board member, with the notice of meeting required by these bylaws, a list of all candidates nominated by committee.

Section 7. **USE OF CORPORATE FUNDS TO SUPPORT NOMINEE.** If more people have been nominated for director than can be elected, no corporation funds may be expended to support a nominee without the Board's authorization.

Section 8. **EVENTS CAUSING VACANCIES ON BOARD.** A vacancy or vacancies on the Board of Directors shall occur in the event of (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the Board of Directors of a vacancy in the office of a director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty under California Nonprofit Public Benefit Corporation Law, Chapter 2, Article 3; and (c) the increase of the authorized number of directors.

Section 9. **RESIGNATION OF DIRECTORS.** Except as provided below, any director may resign by giving written notice to the Chairman of the Board, if any, or to the President, or the Secretary, or to the Board. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective. If a director's resignation is effective at a later time, the Board of Directors may elect a successor to take office as of the date when the resignation becomes effective.

Section 10. **DIRECTOR MAY NOT RESIGN IF NO DIRECTOR REMAINS.** Except on notice to the California Attorney General, no director may resign if the corporation would be left without a duly elected director or directors.

Section 11. **REMOVAL OF DIRECTORS.** Any director may be removed, with or without cause, by the vote of the majority of the members of the entire Board of Directors at a special meeting called for that purpose, or at a regular meeting, provided that notice of that meeting and of the removal questions are given in compliance with the provisions of the Ralph M. Brown Act ("Brown Act"). (Chapter 9 (commencing with Section 54950) of Division 2 of Title 5 of the Government Code). Any vacancy caused by the removal of a director shall be filled as provided in Section 12.

Section 12. **VACANCIES FILLED BY BOARD.** Vacancies on the Board of Directors may be filled by approval of the Board of Directors or, if the number of directors then in office is less than a quorum, by (a) the affirmative vote of a majority of the directors then in office at a regular or special meeting of the Board, or (b) a sole remaining director.

Section 13. **NO VACANCY ON REDUCTION OF NUMBER OF DIRECTORS.** Any reduction of the authorized number of directors shall not result in any directors being removed before his or her term of office expires.

Section 14. **PLACE OF BOARD OF DIRECTORS MEETINGS.** Meetings shall be held at the principal office of the Corporation. The Board of Directors may designate that a meeting be held at any place within California that has been designated by resolution of the Board of Directors or in the notice of the meeting. All meetings of the Board of Directors shall be called,

held and conducted in accordance with the terms and provisions of the Brown Act.

Section 15. MEETINGS; ANNUAL MEETINGS. All meetings of the Board of Directors and its committees shall be called, noticed, and held in compliance with the provisions of the Brown Act.

The Board of Directors shall meet annually for the purpose of organization, appointment of officers, and the transaction of such other business as may properly be brought before the meeting. This meeting shall be held at a time, date, and place as may be specified and noticed by resolution of the Board of Directors.

Section 16. REGULAR MEETINGS. Regular meetings of the Board of Directors, including annual meetings, shall be held at such times and places as may from time to time be fixed by the Board of Directors. At least 72 hours before a regular meeting, the Board of Directors, or its designee shall post an agenda containing a brief general description of each item of business to be transacted or discussed at the meeting.

Section 17. SPECIAL MEETINGS. Special meetings of the Board of Directors for any purpose may be called at any time by the Chairman of the Board of Directors, if there is such an officer, or a majority of the Board of Directors. If a Chairman of the Board has not been elected then the President is authorized to call a special meeting in place of the Chairman of the Board. The party calling a special meeting shall determine the place, date, and time thereof.

Section 18. NOTICE OF SPECIAL MEETINGS. In accordance with the Brown Act, special meetings of the Board of Directors may be held only after twenty-four (24) hours notice is given to each director and to the public through the posting of an agenda. Directors shall also receive at least twenty-four (24) hours notice of the special meeting, in the following manner:

- a. Any such notice shall be addressed or delivered to each director at the director's address as it is shown on the records of the Corporation, or as may have been given to the Corporation by the director for purposes of notice, or, if an address is not shown on the Corporation's records or is not readily ascertainable, at the place at which the meetings of the Board of Directors are regularly held.
- b. Notice by mail shall be deemed received at the time a properly addressed written notice is deposited in the United States mail, postage prepaid. Any other written notice shall be deemed received at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or is actually transmitted by the person giving the notice by electronic means to the recipient. Oral notice shall be deemed received at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient whom the person giving the notice has reason to believe will promptly communicate it to the receiver.
- c. The notice of special meeting shall state the time of the meeting, and the place if the place is other than the principal office of the Corporation, and the general nature of the business proposed to be transacted at the meeting. No business, other than the business the general nature of which was set forth in the notice of the meeting, may be transacted at a special meeting.

Section 19. QUORUM. A majority of the directors then in office shall constitute a quorum. All acts or decisions of the Board of Directors will be by majority vote based upon the presence of a quorum. Should there be fewer than a majority of the directors present at any meeting, the meeting shall be adjourned. Directors may not vote by proxy. The vote or abstention of each board member present for each action taken shall be publicly reported.

Section 20. TELECONFERENCE MEETINGS. Members of the Board of Directors may participate in teleconference meetings so long as all of the following requirements in the Brown Act are complied with:

- a. At a minimum, a quorum of the members of the Board of Directors shall participate in the teleconference meeting from locations within the boundaries of the school district in which the Charter School operates;
- b. All votes taken during a teleconference meeting shall be by roll call;
- c. If the Board of Directors elects to use teleconferencing, it shall post agendas at all teleconference locations with each teleconference location being identified in the notice and agenda of the meeting;
- d. All locations where a member of the Board of Directors participates in a meeting via teleconference must be fully accessible to members of the public and shall be

listed on the agenda;¹

- e. Members of the public must be able to hear what is said during the meeting and shall be provided with an opportunity to address the Board of Directors directly at each teleconference location; and
- f. The agenda shall indicate that members of the public attending a meeting conducted via teleconference need not give their name when entering the conference call.²

Section 21. ADJOURNMENT. A majority of the directors present, whether or not a quorum is present, may adjourn any Board of Directors meeting to another time or place. Notice of such adjournment to another time or place shall be given, prior to the time schedule for the continuation of the meeting, to the directors who were not present at the time of the adjournment, and to the public in the manner prescribed by any applicable public open meeting law.

Section 22. COMPENSATION AND REIMBURSEMENT. Directors may not receive compensation for their services as directors or officers, only such reimbursement of expenses as the Board of Directors may establish by resolution to be just and reasonable as to the corporation at the time that the resolution is adopted.

Section 23. CREATION AND POWERS OF COMMITTEES. The Board, by resolution adopted by a majority of the directors then in office, may create one or more committees, each consisting of two or more directors and no one who is not a director, to serve at the pleasure of the Board. Appointments to committees of the Board of Directors shall be by majority vote of the authorized number of directors. The Board of Directors may appoint one or more directors as alternate members of any such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board, to the extent provided in the Board of Directors' resolution, except that no committee may:

- a. Take any final action on any matter that, under the California Nonprofit Public Benefit Corporation Law, also requires approval of the members or approval of a majority of all members;
- b. Fill vacancies on the Board of Directors or any committee of the Board;
- c. Fix compensation of the directors for serving on the Board of Directors or on any committee;
- d. Amend or repeal bylaws or adopt new bylaws;
- e. Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or subject to repeal;

¹ This means that members of the Board of Directors who choose to utilize their homes or offices as teleconference locations must open these locations to the public and accommodate any members of the public who wish to attend the meeting at that location.

² The Brown Act prohibits requiring members of the public to provide their names as a condition of attendance at the meeting.

- f. Create any other committees of the Board of Directors or appoint the members of committees of the Board;
- g. Expend corporate funds to support a nominee for director if more people have been nominated for director than can be elected; or
- h. Approve any contract or transaction to which the corporation is a party and in which one or more of its directors has a material financial interest.

Section 24. **MEETINGS AND ACTION OF COMMITTEES.** Meetings and actions of committees of the Board of Directors shall be governed by, held, and taken under the provisions of these bylaws concerning meetings, other Board of Directors' actions, and the Brown Act, if applicable, except that the time for general meetings of such committees and the calling of special meetings of such committees may be set either by Board of Directors' resolution or, if none, by resolution of the committee. Minutes of each meeting shall be kept and shall be filed with the corporate records. The Board of Directors may adopt rules for the governance of any committee as long as the rules are consistent with these bylaws. If the Board of Directors has not adopted rules, the committee may do so.

Section 25. **NON-LIABILITY OF DIRECTORS.** No director shall be personally liable for the debts, liabilities, or other obligations of this Corporation.

Section 26. **COMPLIANCE WITH LAWS GOVERNING STUDENT RECORDS.** The Corporation and the Board of Directors shall comply with all applicable provisions of the Family Education Rights Privacy Act ("FERPA") as set forth in Title 20 of the United States Code Section 1232g and attendant regulations as they may be amended from time to time.

Section 27. **COMPLIANCE WITH CONFLICTS OF INTEREST LAWS.** The Corporation and the Board shall comply with applicable conflict of interest laws, including the Political Reform Act and California Corporations Code, as well as charter school specific conflicts laws as may imposed by reference in the charters of the charter schools operated by the Corporation.

ARTICLE VIII OFFICERS OF THE CORPORATION

Section 1. **OFFICES HELD.** The officers of this corporation shall be a President, a Secretary, and a Chief Financial Officer. The corporation, at the Board's direction, may also have a Chairman of the Board, one or more Vice-Presidents, one or more assistant secretaries, one or more assistant treasurers, and such other officers as may be appointed under Article VIII, Section 4, of these bylaws.

Section 2. **DUPLICATION OF OFFICE HOLDERS.** Any number of offices may be held by the same person, except that neither the Secretary nor the Chief Financial Officer may serve concurrently as either the President or the Chairman of the Board.

Section 3. ELECTION OF OFFICERS. The officers of this corporation shall be chosen annually by the Board of Directors and shall serve at the pleasure of the Board.

Section 4. APPOINTMENT OF OTHER OFFICERS. The Board of Directors may appoint and authorize the Chairman of the Board, the President, or another officer to appoint any other officers that the corporation may require. Each appointed officer shall have the title and authority, hold office for the period, and perform the duties specified in the bylaws or established by the Board.

Section 5. REMOVAL OF OFFICERS. The Board of Directors may remove any officer with or without cause. An officer who was not chosen by the Board of Directors may be removed by any other officer on whom the Board of Directors confers the power of removal.

Section 6. RESIGNATION OF OFFICERS. Any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the corporation under any contract to which the officer is a party.

Section 7. VACANCIES IN OFFICE. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for normal appointment to that office, provided, however, that vacancies need not be filled on an annual basis.

Section 8. CHAIRMAN OF THE BOARD. If a Chairman of the Board of Directors is elected, he or she shall preside at the Board of Directors' meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time. If there is no President, the Chairman of the Board of Directors shall also be the chief executive officer and shall have the powers and duties of the President of the corporation set forth in these bylaws. If a Chairman of the Board of Directors is elected, there shall also be a Vice-Chairman of the Board of Directors. In the absence of the Chairman, the Vice-Chairman shall preside at Board of Directors meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time.

Section 9. PRESIDENT. Subject to such supervisory powers as the Board of Directors may give to the Chairman of the Board, if any, and subject to the control of the Board, the President shall be the general manager of the corporation and shall supervise, direct, and control the corporation's activities, affairs, and officers. The President shall preside at all Board of Directors' meetings. The President shall have such other powers and duties as the Board of Directors or the bylaws may require.

Section 10. VICE-PRESIDENTS. If the President is absent or disabled, the Vice-Presidents, if any, in order of their rank as fixed by the Board, or, if not ranked, a Vice-President designated by the Board, shall perform all duties of the President. When so acting, a Vice-President shall have all powers of and be subject to all restrictions on the President. The Vice-Presidents shall have such other powers and perform such other duties as the Board of Directors or the bylaws may require.

Section 11. **SECRETARY.** The Secretary shall keep or cause to be kept, at the corporation's principal office or such other place as the Board of Directors may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The minutes of meetings shall include the time and place that the meeting was held; whether the meeting was annual, regular, special, or emergency and, if special or emergency, how authorized; the notice given; the names of the directors present at Board of Directors and committee meetings; and the vote or abstention of each board member present for each action taken.

The Secretary shall keep or cause to be kept, at the principal California office, a copy of the articles of incorporation and bylaws, as amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board of Directors that these bylaws require to be given. The Secretary shall keep the corporate seal, if any, in safe custody and shall have such other powers and perform such other duties as the Board of Directors or the bylaws may require.

Section 12. **CHIEF FINANCIAL OFFICER.** The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the corporation's properties and transactions. The Chief Financial Officer shall send or cause to be given to directors such financial statements and reports as are required to be given by law, by these bylaws, or by the Board. The books of account shall be open to inspection by any director at all reasonable times.

The Chief Financial Officer shall (a) deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board of Directors may designate; (b) disburse the corporation's funds as the Board of Directors may order; (c) render to the President, Chairman of the Board, if any, and the Board, when requested, an account of all transactions as Chief Financial Officer and of the financial condition of the corporation; and (d) have such other powers and perform such other duties as the Board or the bylaws may require.

If required by the Board, the Chief Financial Officer shall give the corporation a bond in the amount and with the surety or sureties specified by the Board of Directors for faithful performance of the duties of the office and for restoration to the corporation of all of its books, papers, vouchers, money, and other property of every kind in the possession or under the control of the Chief Financial Officer on his or her death, resignation, retirement, or removal from office.

ARTICLE IX CONTRACTS WITH DIRECTORS

Section 1. **CONTRACTS WITH DIRECTORS.** The Corporation shall comply with applicable federal and state laws, nonprofit integrity standards, and LAUSD's charter school policies and regulations regarding ethics and conflicts of interest.

ARTICLE X CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES

Section 1. **CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES.**

The Corporation shall not enter into a contract or transaction in which a non-director designated employee (e.g., officers and other key decision-making employees) directly or indirectly has a material financial interest unless all of the requirements in the El Camino Real Alliance Conflict of Interest Policy have been fulfilled.

ARTICLE XI LOANS TO DIRECTORS AND OFFICERS

Section 1. **LOANS TO DIRECTORS AND OFFICERS.** This corporation shall not lend any money or property to or guarantee the obligation of any director or officer without the approval of the California Attorney General; provided, however, that the corporation may advance money to a director or officer of the corporation for expenses reasonably anticipated to be incurred in the performance of his or her duties if that director or officer would be entitled to reimbursement for such expenses of the corporation.

ARTICLE XII INDEMNIFICATION

Section 1. **INDEMNIFICATION.** To the fullest extent permitted by law, this corporation shall indemnify its directors, officers, employees, and other persons described in Corporations Code Section 5238(a), including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in that section, and including an action by or in the right of the corporation by reason of the fact that the person is or was a person described in that section. "Expenses," as used in this bylaw, shall have the same meaning as in that section of the Corporations Code.

On written request to the Board of Directors by any person seeking indemnification under Corporations Code Section 5238 (b) or Section 5238 (c) the Board of Directors shall promptly decide under Corporations Code Section 5238 (e) whether the applicable standard of conduct set forth in Corporations Code Section 5238 (b) or Section 5238 (c) has been met and, if so, the Board of Directors shall authorize indemnification.

ARTICLE XIII INSURANCE

Section 1. **INSURANCE.** This corporation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its directors, officers, employees, and other agents, to cover any liability asserted against or incurred by any director, officer, employee, or agent in such capacity or arising from the director's, officer's, employee's, or agent's status as such.

ARTICLE XIV MAINTENANCE OF CORPORATE RECORDS

Section 1. **MAINTENANCE OF CORPORATE RECORDS.** This corporation shall keep:

- a. Adequate and correct books and records of account;
- b. Written minutes of the proceedings of the Board and committees of the Board; and
- c. Such reports and records as required by law.

ARTICLE XV INSPECTION RIGHTS

Section 1. **DIRECTORS' RIGHT TO INSPECT.** Every director shall have the right at any reasonable time to inspect the corporation's books, records, documents of every kind, physical properties, and the records of each subsidiary as permitted by California and federal law. The inspection may be made in person or by the director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents as permitted by California and federal law. This right to inspect may be circumscribed in instances where the right to inspect conflicts with California or federal law (e.g., restrictions on the release of educational records under FERPA) pertaining to access to books, records, and documents.

Section 2. **ACCOUNTING RECORDS AND MINUTES.** On written demand on the corporation, any director may inspect, copy, and make extracts of the accounting books and records and the minutes of the proceedings of the Board of Directors and committees of the Board of Directors at any reasonable time for a purpose reasonably related to the director's interest as a director. Any such inspection and copying may be made in person or by the director's agent or attorney. This right of inspection extends to the records of any subsidiary of the corporation.

Section 3. **MAINTENANCE AND INSPECTION OF ARTICLES AND BYLAWS.** This corporation shall keep at its principal California office the original or a copy of the articles of incorporation and bylaws, as amended to the current date, which shall be open to inspection by the directors at all reasonable times during office hours. If the corporation has no business office in California, the Secretary shall, on the written request of any director, furnish to that director a copy of the articles of incorporation and bylaws, as amended to the current date.

ARTICLE XVI REQUIRED REPORTS

Section 1. **ANNUAL REPORTS.** The Board of Directors shall cause an annual report to be sent to itself (the members of the Board of Directors) within 120 days after the end of the corporation's fiscal year. That report shall contain the following information, in appropriate detail:

- a. The assets and liabilities, including the trust funds, or the corporation as of the end of the fiscal year;
- b. The principal changes in assets and liabilities, including trust funds;
- c. The corporation's revenue or receipts, both unrestricted and restricted to particular purposes;
- d. The corporation's expenses or disbursement for both general and restricted

purposes;

- e. Any information required under these bylaws; and
- f. An independent accountant's report or, if none, the certificate of an authorized officer of the corporation that such statements were prepared without audit from the corporation's books and records.

Section 2. ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS. As part of the annual report to all directors, or as a separate document if no annual report is issued, the corporation shall, within 120 days after the end of the corporation's fiscal year, annually prepare and mail or deliver to each director and furnish to each director a statement of any transaction or indemnification of the following kind:

- a. Any transaction (i) in which the corporation, or its parent or subsidiary, was a party, (ii) in which an "interested person" had a direct or indirect material financial interest, and (iii) which involved more than \$50,000 or was one of several transactions with the same interested person involving, in the aggregate, more than \$50,000. For this purpose, an "interested person" is either:
 - (1) Any director or officer of the corporation, its parent, or subsidiary (but mere common directorship shall not be considered such an interest); or
 - (2) Any holder of more than 10 percent of the voting power of the corporation, its parent, or its subsidiary. The statement shall include a brief description of the transaction, the names of interested persons involved, their relationship to the corporation, the nature of their interest, provided that if the transaction was with a partnership in which the interested person is a partner, only the interest of the partnership need be stated.
- b. The amount and circumstances of any indemnifications aggregating more than \$10,000 paid during the fiscal year to any director or officer of the Corporation pursuant to Article XII of these Bylaws.

ARTICLE XVII BYLAW AMENDMENTS

Section 1. BYLAW AMENDMENTS. The Board of Directors may adopt, amend or repeal any of these Bylaws by a majority of the directors present at a meeting duly held at which a quorum is present, except that no amendment shall change any provisions of the charters of any charter schools operated by the Corporation, or make any provisions of these Bylaws inconsistent with those charters, the Corporation's Articles of Incorporation, or any laws.

ARTICLE XVIII FISCAL YEAR

Section 1. FISCAL YEAR OF THE CORPORATION. The fiscal year of the Corporation shall begin on July 1st and end on June 30th of each year.

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary of El Camino Real Alliance, a California nonprofit public benefit corporation; that these bylaws, consisting of 15 pages, are the bylaws of this corporation as adopted by the Board of Directors on January 13, 2015; and that these bylaws have not been amended or modified since that date.

Executed on January 13, 2015 at Woodland Hills, California.

Obie Salmon, Secretary

Attachments

The following files are attached to this PDF: You will need to open this document in an application that supports attachments (i.e. [Adobe Reader](#)) in order to access these files.

August_2017_Check_Registers.xlsx