



# El Camino Charter High School

## Regular Board Meeting

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### Date and Time

Thursday May 28, 2020 at 4:30 PM PDT

### Location

Teleconference only - see below.

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### REGULAR 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 (<https://ecrchs.net> - click the ECR Board tab).

### 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:

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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.

**PARTICIPATING TELEPHONICALLY**

To participate in the Board meeting telephonically, please call **(646) 749-3112, access code 367-443-013**. Please note that, in order to conduct an orderly meeting, all members of the public will be placed on mute during the Board meeting, except during public comments. If you would like to speak on a specific agenda item, please advise the Board during the public comments section. Note that members of the public attending a meeting conducted via teleconference do not need to give their name when entering the conference call.

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**Agenda**

	<b>Purpose</b>	<b>Presenter</b>	<b>Time</b>
<b>I. Opening Items</b>			<b>4:30 PM</b>
Opening Items			
<b>A.</b> Call the Meeting to Order		Scott Silverstein	1 m
<b>B.</b> Record Attendance and Guests		Daniel Chang	1 m
<b>C.</b> Pledge of Allegiance		Beatriz Chen	3 m
<b>D.</b> Public Comments		Public	30 m
<b>E.</b> Executive Director Update		David Hussey	15 m
<b>F.</b> Board Committee Updates	Discuss	Scott Silverstein	10 m
<b>II. Consent</b>			<b>5:30 PM</b>
<b>A.</b> Approve Minutes of April 9, 2020 Special Board Meeting	Approve Minutes	Scott Silverstein	1 m
Approve minutes for Special Board Meeting on April 9, 2020			
<b>B.</b> Approve Minutes of April 16, 2020 Regular Board Meeting	Approve Minutes	Scott Silverstein	1 m
Approve minutes for Special Board Meeting on April 16, 2020			
<b>C.</b> Approve Minutes of April 23, 2020 Special Board Meeting	Approve Minutes	Scott Silverstein	1 m
Approve minutes for Special Board Meeting on April 23, 2020			
<b>D.</b> Approve Minutes of April 23, 2020 Regular Board Meeting	Approve Minutes	Scott Silverstein	1 m
Approve minutes for Regular Board Meeting on April 23, 2020			
<b>III. Financial</b>			<b>5:34 PM</b>
<b>A.</b> Review and Vote on April 2020 Check Registers	Vote	David Hussey	5 m
ACTION ITEM: motion to approve the April 2020 check registers.			
<b>B.</b> April 2020 Financial Update	Discuss	ICON School Management	10 m
<b>IV. School Business</b>			<b>5:49 PM</b>
<b>A.</b> Discuss 2020-2021 Enrollment	Discuss	Scott Silverstein	10 m
Discuss the enrollment for the next school year.			

<b>B. Discuss Status of the North Campus</b>	Discuss	Scott Silverstein	10 m
Discuss status of the North Campus, including enrollment and marketing re same.			
<b>C. Discuss Collective LAUSD SELPA Notification Letter</b>	Discuss	David Hussey	10 m
Discuss the draft notification letter to LAUSD re reservation of rights to exit the LAUSD SELPA.			
<b>D. LCAP 2019-2020 Analysis</b>	Discuss	David Hussey	10 m
Staff will discuss the status of the LCAP for 2019-2020.			
<b>E. Review and Possible Approval of Revision to Fiscal Policies and Procedures</b>	Vote	David Hussey	5 m
The Board will discuss and possibly approve a revision to the Fiscal Policies and Procedures, the change being to add mention of the Investment Policy Statements previously approved by the Board. ACTION ITEM: motion to approve the revised Fiscal Policies and Procedures.			
<b>F. Board Review of Comparable Compensation Data for Charter School Executives</b>	Discuss	Scott Silverstein	10 m
The Board will review comparable compensation data for the Executive Director and Chief Compliance Officer positions.			

**V. Closed Session 6:44 PM**

<b>A. Conference with Legal Counsel: Pending Litigation</b>	Discuss	Scott Silverstein	15 m
Discussion on pending litigation pursuant to paragraph (1) of subdivision (d) of Government Code § 54956.9: three (3) matters.			
<b>B. Public Employee Performance Evaluation</b>	Discuss	Scott Silverstein	10 m
Title: Chief Compliance Officer. Report and recommendation.			
<b>C. Public Employee Performance Evaluation</b>	Discuss	Scott Silverstein	10 m
Title: Executive Director. Report and recommendation.			
<b>D. Public Employment</b>	Discuss	Scott Silverstein	10 m
Title: Chief Compliance Officer			
<b>E. Public Employment</b>	Discuss	Scott Silverstein	5 m
Title: Executive Director			

**VI. Reconvene to Open Session 7:34 PM**

<b>A. Report on Actions Taken in Closed Session, If Any</b>	Discuss	Scott Silverstein	1 m
<b>B. Possible Board Approval of Resolution Regarding Executive Compensation for Executive Director</b>	Vote	Scott Silverstein	5 m
ACTION ITEM: motion to approve Resolution Regarding Executive Compensation for Executive Director			
<b>C. Possible Board Approval of Resolution Regarding Executive Compensation for Chief Compliance Officer</b>	Vote	Scott Silverstein	5 m
ACTION ITEM: motion to approve Resolution Regarding Executive Compensation for Chief Compliance Officer			
<b>D. Possible Board Approval of Employment Agreement for Executive Director</b>	Vote	Scott Silverstein	5 m
Report of salary, salary schedule, or compensation paid as fringe benefits to Executive Director			
1. Salary			
2. Health Benefits			
3. Bonuses			
4. Life Insurance			
5. Stipends / Allowances			
6. Differentials			

- |  |             |                          |            |
|--|-------------|--------------------------|------------|
| <b>E. Possible Board Approval of Employment Agreement for Chief Compliance Officer</b>                 | <b>Vote</b> | <b>Scott Silverstein</b> | <b>5 m</b> |
| Report of salary, salary schedule, or compensation paid as fringe benefits to Chief Compliance Officer |             |                          |            |
| 1. Salary  |             |                          |            |
| 2. Health Benefits   |             |                          |            |
| 3. Bonuses   |             |                          |            |
| 4. Life Insurance  |             |                          |            |
| 5. Stipends / Allowances   |             |                          |            |
| 6. Differentials   |             |                          |            |

**VII. Closing Items** **7:55 PM**

- |                           |             |                          |            |
|---------------------------|-------------|--------------------------|------------|
| <b>A. Adjourn Meeting</b> | <b>Vote</b> | <b>Scott Silverstein</b> | <b>1 m</b> |
|---------------------------|-------------|--------------------------|------------|

# Cover Sheet

## Approve Minutes of April 9, 2020 Special Board Meeting

**Section:** II. Consent  
**Item:** A. Approve Minutes of April 9, 2020 Special Board Meeting  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Special Board Meeting on April 9, 2020



# El Camino Charter High School

## Minutes

### Special Board Meeting

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#### **Date and Time**

Thursday April 9, 2020 at 3:00 PM

#### **Location**

By Teleconference - please see below.

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#### **SPECIAL 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 (<https://ecrchs.net> - click the ECR Board tab).

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### **PARTICIPATING TELEPHONICALLY**

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#### **Directors Present**

Beatriz Chen (remote), Brian Archibald (remote), Darin Ryburn (remote), Gregory Basile (remote), John Perez (remote), Kenneth Lee (remote), Scott Silverstein (remote), Steven Kofahl (remote)

#### **Directors Absent**

Jeff Davis

#### **Directors Arrived Late**

John Perez, Kenneth Lee

#### **Guests Present**

Daniel Chang (remote), David Hussey (remote)

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### **I. Opening Items**

#### **A. Call the Meeting to Order**

Scott Silverstein called a meeting of the board of directors of El Camino Charter High School to order on Thursday Apr 9, 2020 @ 3:11 PM at  
By Teleconference - please see below.

#### **B. Record Attendance and Guests**

**C. Pledge of Allegiance**

**D. Public Comments**

There were no public comments.  
Kenneth Lee arrived late.

**II. School Business**

**A. Discuss Finances**

David Hussey reported that there were no unusual or outstanding expenditures during the school closure time. Mr. Hussey reported that we received \$57,000 in COVID-19 LEA response funding for specified purposes, which can only be used on personal protective equipment, cleaning materials, and other materials for students. We will code the expenditures related to this fund and will be making the appropriate purchases. We have reduced expenses in the sense that we are spending less on matters such as electricity and substitute teachers. We have been able to purchase everything needed except for hand sanitizer, which is on back order. We did a deep cleanse of the campus with the idea that we would be opening again on May 4th, but it does not appear that will be happening. Mr. Archibald has asked for an update on our investments and how the economy has impacted our investments; Mr. Hussey advised that he will get that information, as he has yet to get a call back from our investment representative.

Mr. Lee asked about graduation and college applications. Mr. Hussey stated that college applications are already done. And he is working with administration on alternatives to graduation, including a virtual graduation or pushing graduation back. We are communicating with seniors and parents as well.

Mr. Silverstein asked as to the mental health assistance being offered. Mr. Hussey noted that we still have our Psychiatric Social Worker available three days a week, and our counselors as well.

Mr. Ryburn asked about the concerns regarding the use of Zoom; Mr. Hussey noted that we have advised teachers not to use Zoom because of privacy issues and we will be blocking use of Zoom on all ECR accounts. Ms. Chen asked if the school had an account, which should have additional privacy and screening options; Mr. Hussey stated we do not at this time, but that he would look into this. For now, staff will be advised not to use their personal Zoom account.

Mr. Silverstein asked how remote learning was going. Mr. Hussey stated that it has been going well, we have about 80%+ of students that log on to our distance learning platform on a daily basis.

John Perez arrived late.

**B. Discuss Harassing/Threatening Emails to Board Member(s)**

Mr. Archibald read a statement regarding his fiduciary duty and responsibilities as a Board member, and that he has been working to ensure that the school is fiscally responsible so that ECR can continue to offer a world-class education to students. He also spoke regarding the accusations and threats made against him, but stated that they would not stop him from fulfilling his duties and obligations as a fiduciary. He wanted this statement made on the record in case any of the threats made are acted upon.

Mr. Silverstein asked if administration was aware of any other threats made. Mr. Hussey advised that he was not aware of any threats to other Board members, but noted that he and the administrators have received threatening emails in the past of varying degrees from disgruntled individuals.

**III. Closed Session**

**A. Public Employee Performance Evaluation**



Closed session took place.

**B. Public Employee Discipline / Dismissal / Release**

Closed session took place.

**IV. Reconvene to Open Session**

**A. Report on Actions Taken in Closed Session, If Any**

There were no actions to report.

**V. Closing Items**

**A. Adjourn Meeting**

Beatriz Chen made a motion to adjourn the meeting.

Gregory Basile seconded the motion.

The board **VOTED** unanimously 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 4:39 PM.

Respectfully Submitted,  
Daniel Chang

# Cover Sheet

## Approve Minutes of April 16, 2020 Regular Board Meeting

**Section:** II. Consent  
**Item:** B. Approve Minutes of April 16, 2020 Regular Board Meeting  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Special Board Meeting on April 16, 2020



# El Camino Charter High School

## Minutes

### Special Board Meeting

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#### **Date and Time**

Thursday April 16, 2020 at 4:00 PM

#### **Location**

Teleconference Only - please see below.

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#### **SPECIAL BOARD MEETING**

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### **Directors Present**

Beatriz Chen (remote), Brian Archibald (remote), Darin Ryburn (remote), Gregory Basile (remote), Jeff Davis (remote), John Perez (remote), Kenneth Lee (remote), Scott Silverstein (remote)

### **Directors Absent**

Steven Kofahl

### **Guests Present**

Daniel Chang, David Hussey (remote)

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## **I. Opening Items**

### **A. Call the Meeting to Order**

Scott Silverstein called a meeting of the board of directors of El Camino Charter High School to order on Thursday Apr 16, 2020 @ 4:03 PM at Teleconference Only - please see below.

### **B. Record Attendance and Guests**

### **C. Pledge of Allegiance**

**D. Public Comments**

There were no public comments.

**II. Closed Session**

**A. Conference with Legal Counsel: Anticipated Litigation**

Closed session took place.

**B. Public Employee Discipline / Dismissal / Release**

Closed session took place.

**III. Reconvene to Open Session**

**A. Report on Actions Taken in Closed Session, If Any**

There were no actions to report.

**IV. Closing Items**

**A. Adjourn Meeting**

Darin Ryburn made a motion to adjourn the meeting.

Gregory Basile seconded the motion.

The board **VOTED** unanimously 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 4:53 PM.

Respectfully Submitted,  
David Hussey

# Cover Sheet

## Approve Minutes of April 23, 2020 Special Board Meeting

**Section:** II. Consent  
**Item:** C. Approve Minutes of April 23, 2020 Special Board Meeting  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Special Board Meeting on April 23, 2020



# El Camino Charter High School

## Minutes

### Special Board Meeting

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#### **Date and Time**

Thursday April 23, 2020 at 5:00 PM

#### **Location**

Teleconference Only - please see below.

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### **Directors Present**

Beatriz Chen (remote), Brian Archibald (remote), Darin Ryburn (remote), Gregory Basile (remote), Jeff Davis (remote), John Perez (remote), Kenneth Lee (remote), Scott Silverstein (remote), Steven Kofahl (remote)

### **Directors Absent**

None

### **Guests Present**

Daniel Chang (remote), David Hussey (remote)

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## **I. Opening Items**

### **A. Call the Meeting to Order**

Scott Silverstein called a meeting of the board of directors of El Camino Charter High School to order on Thursday Apr 23, 2020 @ 5:28 PM at Teleconference Only - please see below.

### **B. Record Attendance and Guests**



### C. Public Comments

There were no public comments.

## II. School Business

### A. Discuss Investment Policy Statements: ECRA OPEB and General Account

Finance Committee chair Brian Archibald spoke regarding the need for Investment Policy Statements (ISP). The actuarial firm was consulted and draft ISPs were created. The ISPs are to provide general parameters as to how the risk-reward should be managed. Starting from page 4 of the ISP for the General Account, the parameters for permitted investments and the portfolio composition are set forth. The goal is a diversified portfolio that gives the school support in the event a cash infusion is needed. Currently, the investments are all in CD's, so the investment policy cannot go into effect until the CD's mature and can be cashed out, so this is a plan that will take a few years to implement.

We currently have about \$7M in CD's; at the end of the year, about 40% of this will mature and so those funds will be used to start diversifying.

The ISP for the Retirement Healthcare Benefits Trust (OPEB) recommends the portfolio be 30% to 70% in equities, fixed income be at 30% to 50%, and alternative investments at 0% to 15%. As our funding status grows, we will likely move to an even less riskier strategy than this.

Mr. Kofahl asked what "centered" meant; Mr. Archibald stated that this was a target rate for each type of portfolio.

Mr. Perez asked who manages the investments; Mr. Archibald identified that an outside firm managed the investments, and the ISPs are just providing parameters for the investments to be made.

Mr. Silverstein noted that we have reached out to our teachers for any comments or suggestions they may have on this.

Mr. Archibald stated that, no matter what type of fund managers are hired, we cannot make perfect decisions that always optimize returns. Rather, the responsibility is to act as fiduciaries of the school and to ensure that we are prudently overseeing the investments of the school.

Mr. Hussey thanked Mr. Archibald and the Finance Committee for working on this.

Mr. Archibald asked what the timeline should be to have the Board review this for a vote, if it can be put up for vote at the next Board meeting.

## III. Closing Items

### A. Adjourn Meeting

Brian Archibald made a motion to adjourn the Special Meeting.

Beatriz Chen seconded the motion.

The board **VOTED** unanimously 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 5:55 PM.

Respectfully Submitted,  
Daniel Chang

# Cover Sheet

## Approve Minutes of April 23, 2020 Regular Board Meeting

**Section:** II. Consent  
**Item:** D. Approve Minutes of April 23, 2020 Regular Board Meeting  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Regular Board Meeting on April 23, 2020



# El Camino Charter High School

## Minutes

### Regular Board Meeting

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#### **Date and Time**

Thursday April 23, 2020 at 4:30 PM

#### **Location**

Teleconference Only - please see below.

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#### **REGULAR 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 (<https://ecrchs.net> - click the ECR Board tab).

#### **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 "Public Comments." "Public Comments" 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 thirty (30) minutes. A member of the public who requires the use of a translator, in order to receive the same opportunity as others to directly address the Board, shall have twice the allotted time to speak. 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. A member of the public who requires the use of a translator, in order to
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receive the same opportunity as others to directly address the Board, shall have twice the allotted time to speak, and the total allocated time shall be appropriately increased as well.

4. When addressing the Board, speakers are requested to adhere to the time limits set forth. In order to maintain allotted time limits, the Board Chair may modify speaker time allocations or the total amount of allotted time for an item.

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.

### **PARTICIPATING TELEPHONICALLY**

To participate in the Board meeting telephonically, please call (669) 224-3412, access code 854-298-605. Please note that, in order to conduct an orderly meeting, all members of the public will be placed on mute during the Board meeting, except during public comments. If you would like to speak on a specific agenda item, please advise the Board during the public comments section. Note that members of the public attending a meeting conducted via teleconference do not need to give their name when entering the conference call.

If you have any questions or issues, please contact Daniel Chang by email at [d.chang@ecrchs.net](mailto:d.chang@ecrchs.net).

*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](mailto:d.chang@ecrchs.net), or by calling (818) 595-7537.*

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#### **Directors Present**

Beatriz Chen (remote), Brian Archibald (remote), Darin Ryburn (remote), Gregory Basile (remote), Jeff Davis (remote), John Perez (remote), Kenneth Lee (remote), Scott Silverstein (remote), Steven Kofahl (remote)

#### **Directors Absent**

None

#### **Directors Arrived Late**

John Perez, Kenneth Lee, Scott Silverstein

#### **Guests Present**

Daniel Chang (remote), David Hussey (remote)

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### **I. Opening Items**

#### **A. Call the Meeting to Order**

Darin Ryburn called a meeting of the board of directors of El Camino Charter High School to order on Thursday Apr 23, 2020 @ 4:45 PM at Teleconference Only - please see below.

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**B. Record Attendance and Guests**

**C. Pledge of Allegiance**

**D. Public Comments**

Carlos Monroy, teacher, spoke and acknowledged the Board for its communication and transparency during this time.  
Scott Silverstein arrived late.

**E. Executive Director Update**

Mr. Hussey recognized Friends of ECR for purchasing and distributing yard signs to celebrate the Class of 2020.

Weekly schedules were adjusted this week to support students, parents/guardians and staff. Monday, Tuesday, Thursday and Friday are regular days; Wednesday will be used for professional development and for students to catch up on their assignments and for teachers to conference with students who may be struggling. This was done as many students were reporting being overwhelmed with the distance learning, so the new schedule was created to try to alleviate this concern. Wednesdays will also be used to assist students who may be struggling, and for conferences as well as professional development.

LAUSD is finishing up on the heating project, but LAUSD is suspending other projects except for emergencies due to the school closures. We have also purchased disinfectant fogging machines to help clean the classrooms. And we are looking to purchase hand sanitizing stations to put throughout the school.

On the LCAP, the California Department of Education announced a likely postponement on the deadline to file the new LCAP, from July 1st to sometime towards the end of the year. A team of 20 members, including administrators, teachers, and parents, have begun working on the LCAP.

This Wednesday, Mr. Hussey will be starting Coffee with the Principal again online. Topics will include distance learning, 2020 senior events, summer school, and the 2020-2021 school year.

We have a 90+% daily login rate and a 96% weekly login rate for students. For those not logging in, our administrators and counselors are reaching out to students and parents/guardians to assist them.

Mr. Ryburn asked what marketing is being done to ensure we have full attendance for next year. Mr. Hussey noted that, as of March 5th, our enrollment was 3,558. We will begin calling to make sure that everyone who is to return will be returning. We are also looking into opening up more spots for the Independent Study program.

Mr. Ryburn also asked as to the charter renewal, and whether LAUSD was deferring any mandated timelines. Mr. Hussey replied that, as of yet, we are not aware of any deferments on the timeline. We will likely have our first virtual meeting with Young, Minney & Corr to ensure we will be submitting our charter renewal petition in a timely manner, by July or August.

Mr. Silverstein asked if there is enough time to work on the marketing and outreach for the Independent Study program before the end of the school year. Mr. Hussey noted that he will ask Lisa Ring to help with the outreach.

**F. Board Committee Updates**

Finance Committee met on Thursday, April 16th. The Committee reviewed the check registers; there were some questions, but pending responses to those questions, the Committee voted to recommend approval of the check registers to the Board. A financial update was also reviewed with ICON School Management. And a draft Investment Policy Statements was also reviewed which will be discussed during the Special Board Meeting. No other committees met.

Kenneth Lee arrived late.

## II. Consent

### A. Approve Minutes of March 13, 2020 Emergency Board Meeting

Darin Ryburn made a motion to approve the minutes from Emergency Board Meeting on 03-13-20.

Brian Archibald seconded the motion.

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

### B. Approve Minutes of March 26, 2020 Regular Board Meeting

Beatriz Chen made a motion to approve the minutes from Regular Board Meeting on 03-26-20.

Darin Ryburn seconded the motion.

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

### C. Approve Minutes of March 26, 2020 Special Board Meeting

Brian Archibald made a motion to approve the minutes from Special Board Meeting on 03-26-20.

Jeff Davis seconded the motion.

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

## III. Financial

### A. Review and Vote on March 2020 Check Registers

John Perez arrived late.

Darin Ryburn made a motion to approve the March 2020 check registers.

Brian Archibald seconded the motion.

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

#### Roll Call

Scott Silverstein Aye

Gregory Basile Aye

Jeff Davis Aye

Brian Archibald Aye

Steven Kofahl Aye

Beatriz Chen Aye

Kenneth Lee Aye

John Perez Aye

Darin Ryburn Aye

### B. March 2020 Financial Update

John Arndt of ICON presented the Financials for March 2020. On the YTD Comparison, the total expenses are skewed because of the lifetime benefits (OPEB) investments in the stock market and the market downfall due to the COVID-19 pandemic. In January the account was worth about \$14M; right now it is just under \$12M.

On the YTD to Current Forecast, the downturn in local revenues have caused things to be skewed a bit.

On the YTD Revenue, there was a loss of \$1.6M in March and about \$900K in April.

Mr. Ryburn asked on the YTD Expenses, why food expenses were deferred and are now being paid regularly. Mr. Arndt responded that perhaps deferred is not the right word, that a correct statement was that payments were paid late. He stated that he is also not aware of any late fees that were assessed as a result. Mr. Ryburn stated that he would ask the Business Office regarding this issue specifically.

Dr. Davis noted that, during the prior recession in 2008, the State reduced the amount of ADA substantially; what is the possible impact due to the current pandemic? Mr. Arndt stated that cost of living adjustment next year may be 0%, and that there may be as much as

a 20% reduction in revenue. ECR has enough in reserves to maintain for a while, but there is definitely some concern because of the impact on the economy.  
Mr. Silverstein asked whether the Finance Committee should work with ICON on developing the budget with a possible 20% reduction in mind; Mr. Hussey noted that he has already begun working with ICON to present different scenarios for the budget to the Board.  
The meeting was suspended at 5:28 pm to conduct the Special Board Meeting.  
The meeting was reconvened at 5:55 p.m.

#### **IV. Governance**

##### **A. Discuss and Vote on Creating Executive Director Evaluation Committee**

Mr. Silverstein noted that he had received some metrics to include in the Committee. Dr. Davis, Mr. Lee and Ms. Chen volunteered to serve on the Committee.  
Darin Ryburn made a motion to create an Executive Director Evaluation Committee, with Dr. Davis (chair), Mr. Lee and Ms. Chen as members. The Committee will report out the recommendation at the May Board meeting.  
Steven Kofahl seconded the motion.  
The board **VOTED** to approve the motion.

##### **Roll Call**

Scott Silverstein Aye  
Darin Ryburn Aye  
Brian Archibald Aye  
Jeff Davis Aye  
Steven Kofahl Aye  
Kenneth Lee Aye  
Beatriz Chen Aye  
John Perez Aye  
Gregory Basile Aye

##### **B. Discuss Upcoming Board Elections**

With the pandemic and the school closures, Mr. Chang recommended a continuance of the deadlines by a month, which would still give time to seat the new Board members before the new term starts July 1st. The Board agreed.

#### **V. Closed Session**

##### **A. Conference with Legal Counsel: Pending Litigation**

Closed session took place.

##### **B. Conference with Legal Counsel: Anticipated Litigation**

Closed session took place.

##### **C. Public Employee Discipline / Dismissal / Release**

Closed session took place.

#### **VI. Reconvene to Open Session**

##### **A. Report on Actions Taken in Closed Session, If Any**

The following was reported: the Board, by unanimous vote, approved a Settlement Agreement with the Chief Business Officer which provides him with a severance pursuant to the terms of the Settlement Agreement.

#### **VII. Closing Items**

**A. Adjourn Meeting**

Brian Archibald made a motion to adjourn the meeting.

Gregory Basile seconded the motion.

The board **VOTED** unanimously 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 6:27 PM.

Respectfully Submitted,  
Daniel Chang



# Cover Sheet

## Review and Vote on April 2020 Check Registers

**Section:** III. Financial  
**Item:** A. Review and Vote on April 2020 Check Registers  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Apr 20 Check Register ECRCHS.pdf

## Check Register

Account: 1796 AP

**El Camino Real HS**  
**Apr 2020**

Grand Total: 877,594.59

Name	Check #	VOID	Date	Memo	Amount
SJM Industrial Radio	13815		4/2/2020	Radio repair	145.00
SJM Industrial Radio	13816		4/2/2020	Radio repair	145.00
Trees 'N Things	13817		4/2/2020	2/23/20 Tree Trimming	4,100.00
Spectrum 5691	13818		4/2/2020	3/22/20-4/21/20 Spectrum Acct# 8448 20 001 7785691	1,185.00
Regional TAP Service Center	13819		4/2/2020	01/20 Tap Cards free and reduced program	5,688.00
Regional TAP Service Center	13820		4/2/2020	12/19 Tap Cards free and reduced program	1,056.00
Regional TAP Service Center	13821		4/2/2020	11/19 Tap Cards free and reduced program	4,416.00
Regional TAP Service Center	13822		4/2/2020	09/19 Tap Cards free and reduced program	288.00
Woong G Yoo	13823		4/2/2020	March 2020 Network Consulting Services	2,400.00
AT&T	13824		4/2/2020	3/7/20-4/6/20 818 887-9221 Fire Alarm 1	310.10
AT&T	13825		4/2/2020	3/7/20-4/6/20 818 716-0428 Left Side Alarm	155.98
AFSCME District Council 36	13826		4/2/2020	03/20 Union Dues	2,700.02
UTLA	13827		4/2/2020	03/20 Union Dues Certificated	13,290.25
PARS	13828		4/2/2020	03/20 PARS Contribution	1,002.14
CompStar Insurance Services	13829		4/2/2020	03/20 Workers' Compensation Policy #CST5016481	18,869.22
AT&T	13830		4/2/2020	Inv# 8456153506 Acct# 831-000-9132 154 5G Line	3,909.26
El Camino Real Charter High School 403(B) Plan	13831		4/2/2020	03/20 403(B) Plan 2563-4428 Charles Schwab	11,649.86
AT&T	13832		4/2/2020	3/22/20-4/21/20 818 888-3532 Alarm	259.11
AT&T	13833		4/2/2020	3/19/20-4/18/20 Local Access 831-000-7002	3,248.20
AT&T	13834		4/2/2020	3/22/20-4/21/20 818 888-1516 Student Store	346.83
CCSA Employee Welfare Benefit Trust	13835		4/13/2020	04/20 Employee Benefits	335,387.45
Law Offices of Young, Minney & Corr, LLP	13836		4/13/2020	02/20 Legal Services	6,566.28
Judy McLean	13837		4/13/2020	03/20 Payroll Services	3,947.50
The Shredders	13838		4/13/2020	03/20 Shredding	127.00
M&M Paper Co.	13839		4/13/2020	Paper for instruction	3,990.45
AT&T	13840		4/15/2020	01/20 818 992-4501 Alt Ed Fire Alarm	310.10
AT&T	13841		4/15/2020	02/20 818 992-4501 Alt Ed Fire Alarm	310.10
Spectrum (Time Warner Cable)	13842		4/15/2020	03/20 Enterprise Acct #086084201	899.00
Neil Massa	13843		4/15/2020	Confidential Settlement	18,074.00
City of Los Angeles	13844		4/15/2020	4/1/20 False Alarm Fee Inv#2393367	316.00

Law Offices of Young, Minney & Corr, LLP	13845	4/16/2020	11/19/19-2/17/20 Bill Analysis Report	5,535.00
El Camino Real Charter High School 403(B) Plan	13846	4/16/2020	4/15/20 403(B) Plan 2563-4428 Charles Schwab Payout 2020-2021 Online applications pre-purchase for	150.00
The CLM Group Inc.	13847	4/16/2020	Free/Reduced lunch 2/25/20-3/24/20 AN 051 933 37 92 001 LD Charges Main	1,980.00
AT&T Business Service	13848	4/16/2020	Fax REF#8187109023	75.40
OnTrack and Field, Inc	13849	4/20/2020	Inv# 78643 Track and Field Supplies	3,294.70
Ventura County Office of Education Business	13850	4/20/2020	2019-2020 Ventura County Induction Program Cost	21,900.00
AEGIS Security & Investigations, Inc	13851	4/20/2020	02/20 Security Services	43,785.14
Corinne Brennan	13852	4/16/2020	ECR Show, Little Shop of Horrors - Vocal Direction	1,200.00
JW Pepper & Son, Inc	13853	4/16/2020	Inv# 265966511 Music	71.18
JW Pepper & Son, Inc	13854	4/16/2020	Inv# 174946304 Sheet Music	60.23
JW Pepper & Son, Inc	13855	4/16/2020	Inv#178953050 Sheet Music	54.75
Brooks Transportation Inc.	13856	4/16/2020	CCR trip to Pepperdine 3/10/2020	375.00
Follett School Solutions, Inc	13857	4/16/2020	Inv# 497787B Library Books for students and staff	778.39
JW Pepper & Son, Inc	13858	4/16/2020	Inv# 265861864 Music Sheets	76.65
JW Pepper & Son, Inc	13859	4/16/2020	Inv# 263137262 Music Sheets	725.61
Chartwells Division Services	13860	4/23/2020	03/20 Cafeteria Services	45,429.94
Aeries Software	13861	4/23/2020	Aeries Conference Feb 2020	800.00
AssistX Education, LLC	13862	4/23/2020	2019- 20 Subscription Online School Management	7,114.00
AT&T	13863	4/23/2020	4/7/20-5/6/20 818 347 3635	155.80
AT&T	13864	4/27/2020	4/7/20-5/6/20 818 888 6340	155.80
AT&T	13865	4/27/2020	4/7/20-5/6/20 818 999 3601 Individual Lines	155.80
AT&T	13866	4/27/2020	04/20 818 716 0810 Alt Ed Fax	155.83
AT&T	13867	4/27/2020	4/7/20-5/6/20 818 716 0428 Left Side Alarm	155.80
AT&T	13868	4/27/2020	4/7/20-5/6/20 818 348 4152 Fire Alarm Charges	155.80
AT&T	13869	4/27/2020	4/7/30-5/6/20 818 710 9023 Main Office Fax	155.80
AT&T	13870	4/27/2020	4/7/20-5/6/20 818 704 5329 Right Side Alarm 3/10/20-4/9/20 Inv# 2036533500 Acct# 831-000-9132	160.18
AT&T	13871	4/27/2020	154 5G Line	3,909.26
AT&T	13872	4/27/2020	4/7/20-5/6/20 818-888-6714 Main Office Alarm	155.80
AT&T	13873	4/27/2020	4/7/20-5/6/20 818 887 9221 Fire Alarm Charges	309.74
AT&T	13874	4/27/2020	4/20 818 888 3576 Alt Ed Alarm	155.83
AT&T	13875	4/27/2020	4/2/20-5/1/20 818 884 8815 Copper Line Shoup	208.74
AT&T	13876	4/27/2020	4/20 339 341 6665 Billing Circuit 1	186.50
AT&T	13877	4/23/2020	4/01-4/30/20 818 348 8124	155.83
AT&T	13878	4/23/2020	4/20 818 888-7050 Alt Ed Line	764.70

California Interscholastic Federation	13879	4/23/2020	Boys Soccer Budget - SoCal CIF Regional Expense	1,256.00
AT&T	13880	4/27/2020	02/20 818 888-9566 PBX Trunk 1	260.01
AT&T	13881	4/27/2020	03/20 818 888-9566 PBX Trunk 1	260.01
Victory Custom Athletics	13882	4/27/2020	INV# 322556 Athletics Baseball Uniform Pants	1,048.70
MRC Smart Technology Solutions(SoCal Office)	13883	4/27/2020	2/29/20-3/30/20 360 App Fee (Contract CN15953-01)	71.18
AEGIS Security & Investigations, Inc	13884	4/27/2020	03/20 Security Services 3rd Qrt 2019-20 Charter School CALSTRS/CALPERS	22,871.38
Hess & Associates	13885	4/27/2020	Retirement Reporting Tranactions Fee	6,005.00
Henry Schein	13886	4/27/2020	Inv# 75434364 Athletics Supplies	40.48
Henry Schein	13887	4/27/2020	Inv# 75276278 Athletics Supplies	253.77
Lee, Alyssa	13888	4/28/2020	Boys Volleyball: Graduation Sashes	168.97
Spencer, Samantha	13889	4/28/2020	Instructional Coaching Group Virtual PD	378.00
Luna, Ilda	13890	4/28/2020	Garbanzo Reading Program	149.00
Chang, Daniel	13891	4/28/2020	YM&C Virtual Board Meetings	25.00
Hussey, David L	13892	VOID 4/28/2020	VOID	0.00
Yedor, Alison	13893	4/28/2020	Subscription Reimbursement	149.00
Sabbah, Julie	13894	4/28/2020	Virtual Learning Conference	189.00
Ring, Lisa	13895	4/28/2020	WASC Food	213.10
Stanoff, Barbara	13896	4/28/2020	Step team Oakland Competition	99.10
Stanoff, Barbara	13897	4/28/2020	Speech and Debate Berkeley	1,054.14
Hussey, David L	13898	4/30/2020	3/12/20 Court Parking Reimbursement	18.00
AT&T 9566	13899	4/30/2020	01/20 Acct# 818 888 9566 PBX Trunk 1	217.66
AT&T 9566	13900	4/30/2020	04/20 Acct# 818 888 9566 PBX Trunk 1	259.86
World Unispec	13901	4/30/2020	PE Shirts	7,677.00
Panorama Education, Inc.	13902	4/30/2020	Survey administration, analysis and reporting	15,000.00
Smart & Final	13903	4/30/2020	03/20 Foods Class Supplies Acct#512005	327.73
Houghton Mifflin Harcourt	13904	4/30/2020	inv# 954781394 ELD Newcomers Program Package	291.00
Houghton Mifflin Harcourt	13905	4/30/2020	inv# 710184355 ELD Newcomers Program Package	472.50
Mary Yan	13906	4/30/2020	4/29/20 Student Mealtime Reimbursement 4/22/20-5/21/20 Inv#77856910442220 Acct# 8448 20	21.00
Spectrum 5691	13907	4/30/2020	001 7785691 Fiber backup line	1,184.38
BRMS (CharterLIFE)	13908	4/30/2020	05/20 Admin Fee inv# 2050-052020FSA	217.00
Mutual of Omaha	13909	4/30/2020	INV#001080175831 Voluntary Disability Insurance 4/20	1,364.13
CliftonLarsonAllen LLP	13910	4/30/2020	Inv# 2449863 Filing for the amended Federal Form 990-T	420.00
Canon Solutions America, Inc	31727	4/3/2020	INV#4032068396 Copier Maintenance Contract 2039753	329.02
Canon Solutions America, Inc	31728	4/3/2020	INV#4032077574 Copier Maintenance Contract 2039753	11.61

Law Offices of Young, Minney & Corr, LLP	31729	4/3/2020	INV#62618 Legal Services Claim#19-00430786 INV#INV25359 Instructional Tool for controlling	4,304.64
Nearpod Inc.	31730	4/3/2020	presentation on Canvas	7,000.00
AT&T	31731	4/7/2020	3/7/20-4/6/20 818-888-6714 Main Office Alarm	155.98
AT&T	31732	4/7/2020	3/7/20-4/6/20 818 999-3601 Individual Lines	155.98
AT&T	31733	4/7/2020	3/7/20-4/6/20 818 704-5329 Right Side Alarm	160.36
AT&T	31734	4/7/2020	3/7/30-4/6/20 818 710-9023 Main Office Fax	155.98
AT&T	31735	4/7/2020	3/7/20-4/6/20 818 888-6340 Intrusion Alarm	155.98
AT&T	31736	4/7/2020	3/7/20-4/6/20 818 348-4152 Fire Alarm 2	155.98
AT&T	31737	4/7/2020	3/7/20-4/6/20 818 347-3635 Alt Ed Line 2	155.98
Purchase Power (Pitney Bowes)	31738	4/9/2020	2/16/20-Balance Acct # 8000 9090 0876 5336 2/5/20-2/21/20 LAUSD School Police Overtime	110.77
Los Angeles Unified School District	31739	4/9/2020	Reimbursement	2,343.31
The Print Spot	31740	4/9/2020	Soccer Team Banner - Athletics Budget	118.55
Law Offices of Young, Minney & Corr, LLP	31741	4/9/2020	Legal Services Claim# 19-00555034-01	2,260.50
Canon Solutions America, Inc	31742	4/9/2020	INV#4032394190 Copier Maintenance Contract 2039752	431.22
Abdon Rosales	31743	4/11/2020	January and February Gardening Service for Shoup	2,000.00
Momar, Inc. (AIS Specialty Product, Inc.	31744	4/11/2020	INV#PS1316609	230.21
Clark Pest Control	31745	4/11/2020	INV#26000977 3/2020 Pest Control on Shoup	75.00
Department of Justice (State of CA)	31746	4/11/2020	INV#440202 Fingerprint Apps	128.00
Thomas W. O'Mara Plumbing Inc	31747	4/11/2020	INV#30142 Unclog restroom sewer.	635.00
Simi Valley Lock & Key	31748	4/12/2020	INV#12373 Keys for Shoup	147.83
ICON School Management	31749	4/12/2020	INV#433 April 2020 Charter School Consulting	14,500.00
Inspire Communication, Inc	31750	4/12/2020	INV#EC2020331 Speech-Language Services	19,380.00
DirectEd Specialized Services LLC	31751	4/15/2020	INV#DE58477 PSYCH - Special Ed Services	39.10
Educational Networks	31752	4/15/2020	Webhost renewal for 2020-2021	4,800.00
DirectEd Specialized Services LLC	31753	4/15/2020	INV#DE58245PSYCH - Special Ed Services	1,035.00
Brooks Transportation Inc.	31754	4/16/2020	AVID trip to USC 3/9/2020	400.00
Brooks Transportation Inc.	31755	4/16/2020	Athletics Budget - Transportation Week of March 9, 2020	600.00
Houghton Mifflin Harcourt	31756	4/17/2020	ELD Newcomers Program Package	651.33
Staples Business Advantage	31757	4/17/2020	Supplies	1,686.22
Ewing Irrigation Products, Inc.	31758	4/17/2020	INV#9185140 Baseball	679.66
LES Audio Visual, LLC	31759	4/17/2020	INV#0000816 Audio visual	2,428.75
OnTrack and Field, Inc	31760	4/17/2020	INV#78644 Track and Field	1,705.27
Ewing Irrigation Products, Inc.	31761	4/17/2020	INV#9194278 Baseball	479.72
Staples Business Advantage	31762	4/17/2020	Office Space	179.42
Interquest Detection Canines	31763	4/17/2020	INV#356-0320 Canine Inspection	175.00

Canon Financial Services, Inc.	31764	4/17/2020	1/20/20-3/19/20 Equipment Leases	5,469.51
Ewing Irrigation Products, Inc.	31765	4/17/2020	INV#9214465 Baseball	127.69
Ewing Irrigation Products, Inc.	31766	4/17/2020	INV#9184033	587.51
Nettime Solutions LLC	31767	4/18/2020	INV#115036 Stratustime Monthly Subscription	900.00
FedEx	31768	4/18/2020	INV#3-248-60699 FedEx Express Services	97.04
U.S. Bank Equipment Finance	31769	4/21/2020	INV#410547905 Copiers Shoup	869.62
Nettime Solutions LLC	31770	4/21/2020	01/20 INV# 113941 stratustime Monthly Subscription	900.00
Department of Justice (State of CA)	31771	4/21/2020	03/20 Fingerprint Apps	64.00
EdLogical Group Corp	31772	4/21/2020	INV#91358516 Special Ed Services for March 2020	19,631.05
Alyssa Lee	31773	4/22/2020	Poster & Banners - Athletics Budget	450.00
LADWP	31774	4/22/2020	03/20 Billing Shoup Property	2,902.98
Hylton Music Design LLC	31775	4/22/2020	Fall 2020 Marching Band Show INV#6662 mPower Annual Subscription Fees - Point of	1,300.00
The CLM Group Inc.	31776	4/24/2020	Sale 2019-2020	898.00
Regional TAP Service Center	31777	4/24/2020	Tap Cards free and reduced program 2019-20	5,760.00
Verizon Wireless	31778	4/24/2020	3/8/20-4/7/20 Communication Services	475.85
SJM Industrial Radio	31779	4/24/2020	Security Radios	3,779.00
PARS	31780	4/24/2020	02/20 PARS ARS Fees	336.93
McCalla Company	31781	4/24/2020	INV#299245 Custodial Supplies	380.05
Working With Autism, Inc	31782	4/24/2020	3/2020 special Ed Services	5,325.68
Splashtop Inc.	31783	4/24/2020	Remote desktop connections	339.15
McCalla Company	31784	4/25/2020	INV#307808 Custodial Supplies	3,499.62
McCalla Company	31785	4/25/2020	INV#299533 belongs PO4102 for Custodial Supplies INV#0272611-4801-2 Waste Management Services on	234.33
WM Corporate services, INC (Waste Management)	31786	4/24/2020	Shoup	349.37
Henry Schein	31787	4/30/2020	Athletics Budget - Trainers Table	2,558.19
Piece of Mind Care Services	SPACH87	4/9/2020	INV#0000068 SpEd Services(Teacher, Aide, Aide-ElCo Continuation)	44,183.11
Piece of Mind Care Services	SPACH88	4/15/2020	INV#0000069 SpEd Services(Teacher, Aide, Aide-ElCo Continuation)	2,145.00
DLL Financial Services, Inc.	SPACH89	4/18/2020	INV#67410098 Copier Lease Contract 25426256	1,017.07
DLL Financial Services, Inc.	SPACH90	4/18/2020	2/15/20-3/14/20 Copier Lease Contract 25426256	961.03
Kelly Services, Inc.	SPACH91	4/19/2020	239569 Substitute Teachers through 02/23/2020	13,913.88
Kelly Services, Inc.	SPACH92	4/19/2020	INV#249617 Substitute Teachers through 3/15/2020	16,332.88
Kelly Services, Inc.	SPACH93	4/22/2020	INV#252840 Substitute Teachers through 3/22/2020	3,335.31
Xerox Financial Services	SPACH94	4/22/2020	INV#2025840 Equipment Lease-Contract 010-0077477-	180.57
Kelly Services, Inc.	SPACH95	4/22/2020	INV#272682 Substitute Teachers through 4/12	295.37

Kelly Services, Inc.	SPACH96	4/22/2020	INV#259550 Substitute Teachers through 4/05	7,675.11
Kelly Services, Inc.	SPACH97	4/22/2020	INV#256026 Substitute Teachers through 3/29 INV#2025841 Equipment Lease-Contract 010-0077477-	2,953.70
Xerox Financial Services	SPACH98	4/24/2020	001 3/31-04/29	1,058.12
Spectrum (Time Warner Cable)	SPACH99	4/25/2020	04/20 Enterprise Acct #086084201 Inv#2027295 Equipment Lease-Contract 010-0077477-	899.00
Xerox Financial Services	SPACH100	4/25/2020	003 4/01-4/30	140.35
Brett A Schwab	SPACH101	4/30/2020	4/13/20 Actuarial Services	7,750.00

## Check Register

Account: 1826 ASB

El Camino Real HS

Apr

2020

Grand Total: 2,445.84

Name	Check Number	VOID	Date	Memo	Amount
Eastbay Team Sales	1476		4/16/2020	eSports	774.62
Grant A. Horn	1477		4/20/2020	Winter Drumline March 2020	900.00
George A Jackson III	1478		4/20/2020	Winter Drumline March 2020	350.00
XXXX	1479		4/23/2020	01/20 Film Class Expenses	118.23
Deny Sportswear	1480		4/30/2020	senior awards inv# 1264	302.99



# Cover Sheet

## April 2020 Financial Update

**Section:** III. Financial  
**Item:** B. April 2020 Financial Update  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Financial Presentation April 2020.pdf

# El Camino Real Charter High School



Financial Report for April 30, 2020

Provided By: ICON School Management



# YTD Comparison

- Variance for LCFF Entitlement as of 04/30 is now on Accrual Basis. It had been recorded as cash basis in the 18-19 year.

- All other Revenue and Expenses appear normal for this period and in comparison, to 04/30/2019

- Due to OPEB Investments in Stock Market, recent Stock Market activity caused the FMV of the OPEB Investments fluctuate.

		As of Apr 2020	As of Apr 2019	\$ Difference	% Difference
<b>Revenue</b>	LCFF Entitlement	\$ 28,377,636	\$ 25,016,129	\$ 3,361,507	11.85%
	Federal Revenue	1,345,523	1,255,729	89,794	6.67%
	Other State Revenues	2,787,973	3,205,724	(417,751)	-14.98%
	Local Revenues	609,648	2,239,975	(1,630,327)	-267.42%
	Fundraising and Grants	396,181	-	396,181	100.00%
	<b>Total Revenue</b>	<b>33,516,961</b>	<b>31,717,557</b>	<b>1,799,404</b>	<b>5.37%</b>
<b>Expenses</b>	Salaries and Benefits	25,118,103	23,995,879	1,122,224	4.47%
	Books and Supplies	2,313,606	2,805,129	(491,523)	-21.24%
	Services and Other Operations	6,387,856	5,988,451	399,405	6.25%
	Depreciation	472,036	212,938	259,098	N/A
	<b>Total Expenses</b>	<b>34,291,601</b>	<b>33,002,397</b>	<b>1,289,204</b>	<b>3.76%</b>
<b>Fund Balance</b>	<b>Net Income (Loss)</b>	<b>\$ (774,640)</b>	<b>\$ (1,284,840)</b>	<b>\$ 510,200</b>	<b>-65.86%</b>
	Beginning Balance (Unaudited)	7,722,662	11,966,952	(4,244,290)	
	<b>Ending Balance (Estimated)</b>	<b>\$ 6,948,022</b>	<b>\$ 10,682,112</b>	<b>\$(3,734,090)</b>	



# YTD to Current Forecast

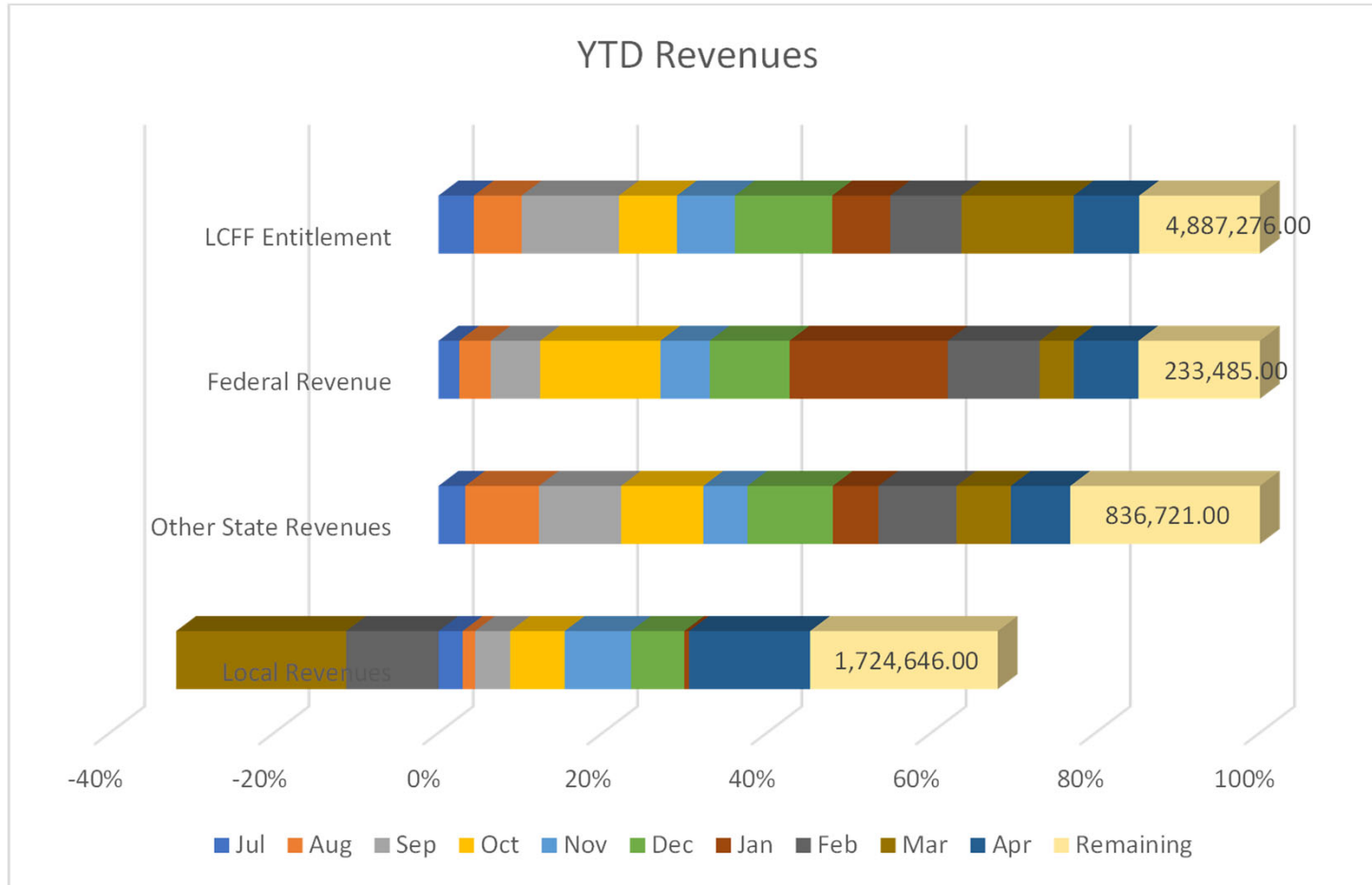
- 5% of Total LCFF Revenue coming in for Jul & Aug. 9% started in September.

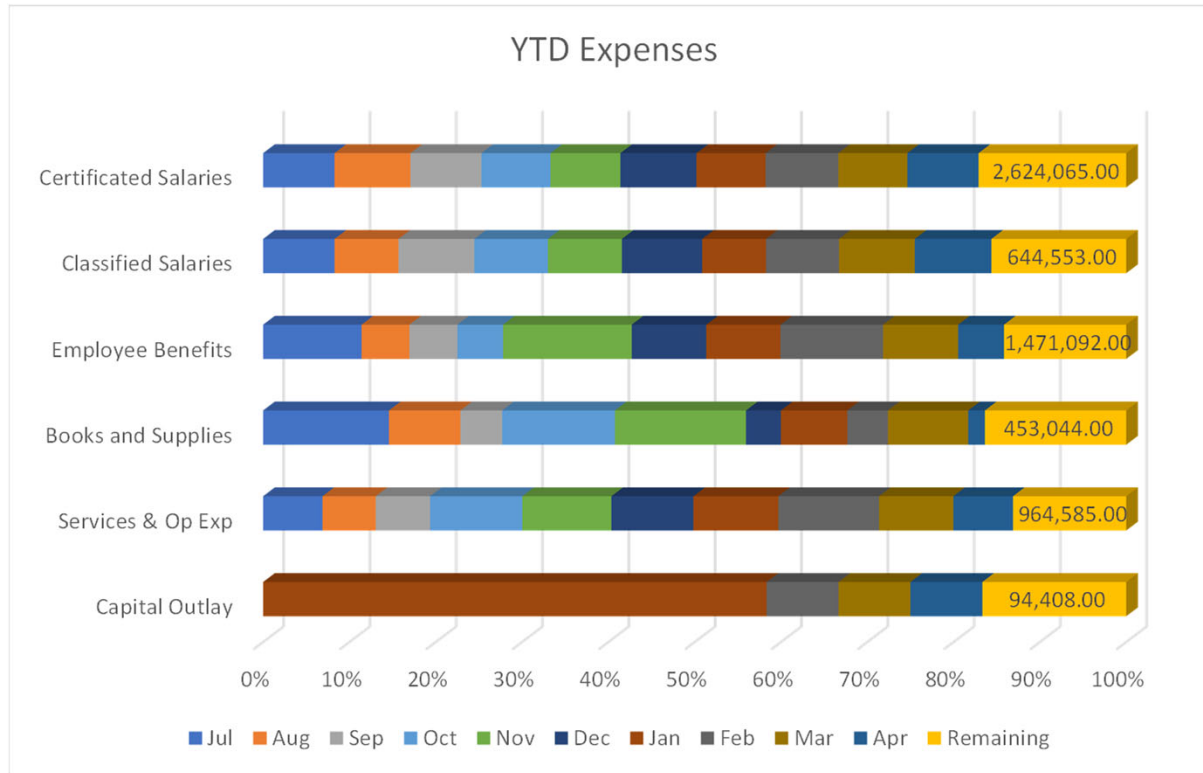
- Federal Revenue, other than Child Nutrition and SPED, is not 2nd apportioned until March, received in April.

- Books and Supplies expenses are usually high in the beginning of school year.

		As of Apr 2020	Current Forecast	% Used
<b>Revenue</b>	LCFF Entitlement	\$ 28,377,636	\$ 33,264,913	85.31%
	Federal Revenue	1,345,523	1,579,009	85.21%
	Other State Revenues	2,787,973	3,624,694	76.92%
	Local Revenues	609,648	2,730,475	22.33%
	<b>Total Revenue</b>	<b>33,120,780</b>	<b>41,199,091</b>	<b>80.39%</b>
<b>Expenses</b>	Salaries and Benefits	25,118,103	29,857,812	84.13%
	Books and Supplies	2,313,606	2,766,650	83.62%
	Services and Other Operation	6,387,856	7,352,440	86.88%
	Depreciation	472,036	566,445	83.33%
	<b>Total Expenses</b>	<b>34,291,601</b>	<b>40,543,347</b>	<b>84.58%</b>
<b>Fund Balance</b>	<b>Net Income (Loss)</b>	<b>\$ (774,640)</b>	<b>\$ 655,744</b>	<b>-118.13%</b>
	Beginning Balance (Unaudited)	7,722,662	7,722,662	
	<b>Ending Balance (Estimated)</b>	<b>\$ 6,948,022</b>	<b>\$ 8,378,406</b>	







Book and Supplies - This is normally high in the first few school months due to preparation of the coming school year.



## Adopted Budget vs Current Forecast comparison (Revenue)

		Updated Projected Budget	Current Forecast	\$ Variance
<b>Revenue</b>	LCFF Entitlement	\$ 33,264,913	\$ 33,264,913	\$ -
	Federal Revenue	1,579,009	1,579,009	-
	Other State Revenues	3,624,694	3,624,694	-
	Local Revenues	2,730,475	2,730,475	-
	<b>Total Revenue</b>	<b>41,199,091</b>	<b>41,199,091</b>	<b>-</b>

LCFF entitlement – Initial budget was based on 3,457 student@ 95% attendance rate (3,284 ADA) and it has been updated with actual enrollment (3,471) @ 94% conservative attendance rate (projected ADA – 3,262.74)

Federal Revenues – Title Funds allocation is based on latest released information from CDE (Feb 2020). Special Ed is based on new LAUSD SELPA rate.

Other State Revenues – Based on new LAUSD SELPA rate for Special Ed revenues, Lottery and Mandated Block Grant are updated based on the new rate.

Local Revenues – including International Student (67FT and 5PT) and projected based on few months of operations. Due to uncertainty of Stock Market and potential losses Charter School will absorb, this has caused Local Revenue to be negative.



## Adopted Budget vs Current Forecast comparison (Expenses)

		Updated Projected Budget	Current Forecast	\$ Variance
<b>Expenses</b>	Salaries and Benefits	29,857,812	29,857,812	-
	Books and Supplies	2,900,000	2,766,650	133,350.00
	Services and Other Operatio	7,352,440	7,352,440	-
	Depreciation	566,445	566,445	-
	Other Outgo	-	-	-
	<b>Total Expenses</b>	<b>40,676,697</b>	<b>40,543,347</b>	<b>133,350.00</b>

Salaries and Benefits – This is based on Actual expenditures for 19-20 and projected out for the rest of the year and each employee being broken out. For 19-20 Adopted Budget, the salaries had ins and outs and then a 3% increase.

Books and Supplies – Due to a significant amount of prepaids this has continued to increase as those expenses are prorated over the 19-20 fiscal year.

Services and other Operations – Based on few months of operation and new assumption for some expenses.

Other Outgo – Projected based on PY Unaudited actual.





# Balance Sheet

		As of Apr 2020	As of Apr 2019	YTD Change
<b>ASSETS</b>	Cash Balance	\$ 8,289,795	\$ 6,325,911	1,963,884
	Accounts Receivable	2,071,017	64,733	2,006,284
	Prepays	226,129	169,555	56,574
	Fixed Assets, Net	6,699,027	7,525,164	(826,137)
	Investments	6,937,229	6,713,619	223,610
	<b>Total Assets</b>	<b>\$ 24,223,197</b>	<b>\$ 20,798,982</b>	<b>3,424,215</b>
<b>LIABILITIES AND FUND BALANCE</b>	Accounts Payable	\$ 130,546	\$ 784,102	(653,556)
	Due to Others	237,807	179,702	58,105
	OPEB Liability	13,739,574	8,995,650	4,743,924
	Deferred Revenue	949,529	204,704	744,825
	Current Loans and Other Payable	1,702,858	(47,288)	1,750,146
	<b>Total Liabilities</b>	<b>16,760,314</b>	<b>10,116,870</b>	<b>165.67%</b>
	Beginning Balance (Unaudited)	8,237,523	11,966,952	(3,729,429)
	Net Income (Loss)	(774,640)	(1,284,840)	510,200
	<b>Ending Balance (Estimated)</b>	<b>7,462,883</b>	<b>10,682,112</b>	<b>(3,219,229)</b>
	<b>Total Liabilities and Fund Balance</b>	<b>\$ 24,223,197</b>	<b>\$ 20,798,982</b>	<b>3,424,215</b>

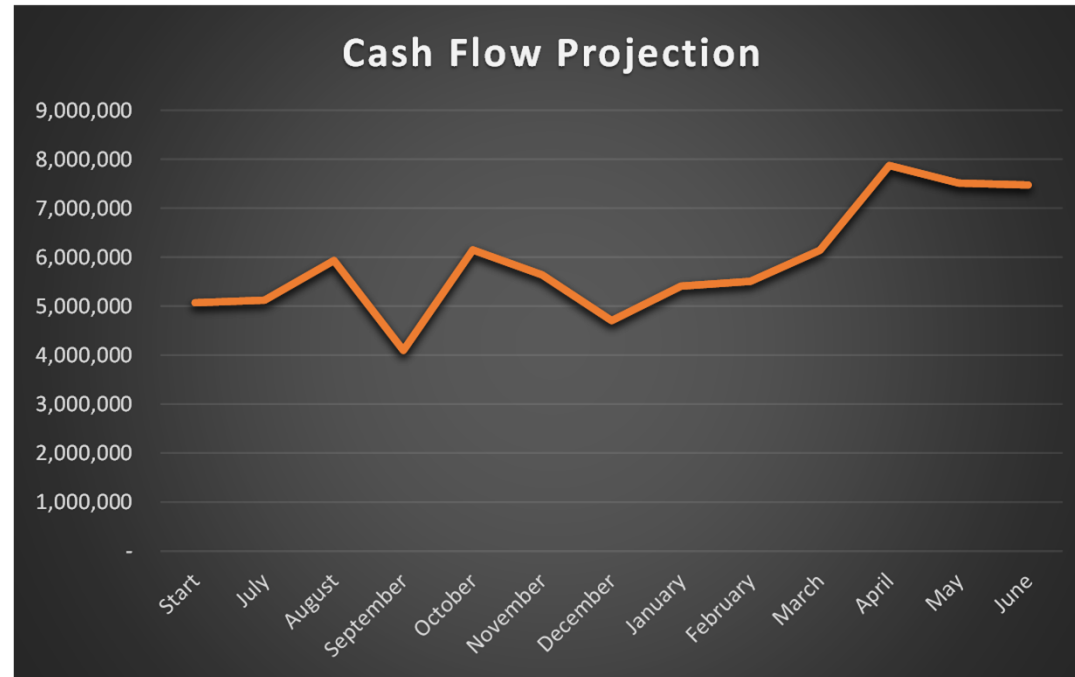
- Accounts receivable – Mainly LCFF April portion which will be received in early May.

- Investment accounts is reconciled as of April 30, 2020. New Investment Company which charges lower fees and is more hands on.

- OPEB liabilities have been adjusted for the OPEB expense and Investment Account.



## 2019-20 Cash flow projection



- Projected ECR ending cash balance of \$7.5M at the end of 19-20 SY
- Days Cash on hand is 72 days.



## Questions?

John J. Arndt, CPA

Chief Financial Officer

jarndt@iconsm.com

## ICON School Management



**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

	YTD	Budget		
	Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
<b>SUMMARY</b>				
<b>Revenue</b>				
LCFF Entitlement	28,377,636	33,542,180	33,264,913	(277,267)
Federal Revenue	1,345,523	1,510,733	1,579,009	68,276
Other State Revenues	2,787,973	3,231,197	3,624,694	393,497
Local Revenues	609,648	1,956,880	2,132,230	175,350
Fundraising and Grants	396,181	-	598,245	598,245
<b>Total Revenue</b>	<b>33,516,961</b>	<b>40,240,990</b>	<b>41,199,091</b>	<b>958,101</b>
<b>Expenses</b>				
Compensation and Benefits	25,118,103	29,897,456	29,857,812	(39,644)
Books and Supplies	2,313,606	2,021,500	2,766,650	745,150
Services and Other Operating Expenditures	6,387,856	7,422,505	7,352,440	(70,065)
Depreciation	472,036	712,052	566,445	(145,607)
Other Outflows	-	-	-	-
<b>Total Expenses</b>	<b>34,291,601</b>	<b>40,053,513</b>	<b>40,543,347</b>	<b>489,834</b>
<b>Operating Income</b>	<b>(774,640)</b>	<b>187,477</b>	<b>655,744</b>	<b>468,267</b>
<b>Fund Balance</b>				
Beginning Balance (Unaudited)	7,725,626	-	7,725,626	
Audit Adjustment	(2,964)	-	(2,964)	
Beginning Balance (Audited)	7,722,662	-	7,722,662	
Operating Income	(774,640)	-	655,744	
<b>Ending Fund Balance</b>	<b>6,948,022</b>	<b>-</b>	<b>8,378,406</b>	

**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

	YTD	Budget		
	Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
<b>REVENUE</b>				
<b>LCFF Entitlement</b>				
8011 Charter Schools General Purpose Entitlement - State Aid	15,407,011	20,172,916	18,811,899	(1,361,017)
8012 Education Protection Account Entitlement	5,046,383	5,801,039	6,156,470	355,431
8019 State Aid - Prior Years	(3,541)	-	(3,541)	(3,541)
8096 Charter Schools in Lieu of Property Taxes	7,927,783	7,568,225	8,300,085	731,860
<b>SUBTOTAL - LCFF Entitlement</b>	<b>28,377,636</b>	<b>33,542,180</b>	<b>33,264,913</b>	<b>(277,267)</b>
<b>Federal Revenue</b>				
8181 Special Education - Entitlement	596,694	653,786	665,932	12,146
8220 Child Nutrition Programs	283,897	325,832	341,185	15,353
8290 No Child Left Behind	-	-	-	-
8291 Title I	313,717	340,014	343,970	3,956
8292 Title II	44,839	71,647	76,368	4,721
8293 Title III	5,820	-	23,255	23,255
8294 Title IV	12,634	19,454	25,266	5,812
8296 Other Federal Revenue	87,922	100,000	103,033	3,033
<b>SUBTOTAL - Federal Revenue</b>	<b>1,345,523</b>	<b>1,510,733</b>	<b>1,579,009</b>	<b>68,276</b>
<b>Other State Revenue</b>				
8381 Special Education - Entitlement (State)	1,888,592	1,939,946	2,097,408	157,462
8520 Child Nutrition - State	39,118	25,688	47,628	21,940
8550 Mandated Cost Reimbursements	153,952	148,547	161,202	12,655
8560 State Lottery Revenue	169,887	669,943	757,920	87,977
8590 All Other State Revenue	536,424	447,073	560,536	113,463
<b>SUBTOTAL - Other State Revenue</b>	<b>2,787,973</b>	<b>3,231,197</b>	<b>3,624,694</b>	<b>393,497</b>
<b>Local Revenue</b>				
8634 Food Service Sales	235,159	256,880	335,950	79,070
8639 All Other Sales	571	-	-	-
8660 Interest	138,392	-	200,000	200,000
8662 Net Increase (Decrease) in the Fair Value of Investments	(935,849)	50,000	-	(50,000)
8690 Other Local Revenue	1,171,290	1,500,000	1,596,280	96,280

**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

	YTD	Budget		
	Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
8715 Option 3 SPED	-	150,000	-	(150,000)
8999 Uncategorized Revenue	85	-	-	-
<b>SUBTOTAL - Local Revenue</b>	<b>609,648</b>	<b>1,956,880</b>	<b>2,132,230</b>	<b>175,350</b>
<b>Fundraising and Grants</b>				
8804 ASB Revenues	396,181	-	598,245	598,245
<b>SUBTOTAL - Fundraising and Grants</b>	<b>396,181</b>	<b>-</b>	<b>598,245</b>	<b>598,245</b>
<b>TOTAL REVENUE</b>	<b>33,516,961</b>	<b>40,240,990</b>	<b>41,199,091</b>	<b>958,101</b>

**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

	YTD	Budget		
	Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
<b>EXPENSES</b>				
<b>Compensation &amp; Benefits</b>				
<b>Certificated Salaries</b>				
1100 Teachers Salaries	10,421,206	12,985,870	12,568,999	(416,871)
1200 Certificated Pupil Support Salaries	1,413,781	1,306,748	1,701,208	394,460
1300 Certificated Supervisor & Administrator Salaries	882,245	1,126,293	1,071,089	(55,204)
1900 Certificated Other Salaries	-	141,368	-	(141,368)
<b>SUBTOTAL - Certificated Salaries</b>	<b>12,717,233</b>	<b>15,560,278</b>	<b>15,341,296</b>	<b>(218,982)</b>
<b>Classified Salaries</b>				
2100 Classified Instructional Aide Salaries	843,873	937,755	927,554	(10,201)
2200 Classified Support Salaries	1,208,570	861,652	1,464,846	603,194
2300 Classified Supervisor & Administrator Salaries	578,847	437,199	707,238	270,039
2400 Classified Clerical & Office Salaries	767,855	1,363,468	926,260	(437,208)
2900 Classified Other Salaries	82,842	152,786	100,642	(52,144)
<b>SUBTOTAL - Classified Salaries</b>	<b>3,481,986</b>	<b>3,752,859</b>	<b>4,126,540</b>	<b>373,681</b>
<b>Employee Benefits</b>				
3100 STRS	2,150,131	2,568,458	2,593,063	24,605
3200 PERS	576,215	699,627	672,465	(27,162)
3300 OASDI-Medicare-Alternative	435,146	513,406	521,414	8,009
3400 Health & Welfare Benefits	3,142,239	3,434,125	3,442,875	8,750
3500 Unemployment Insurance	605	11,045	34,125	23,080
3600 Workers Comp Insurance	210,697	331,220	263,991	(67,229)
3700 Retiree Benefits	2,313,474	3,026,437	2,778,204	(248,233)
3900 Other Employee Benefits	90,376	-	83,839	83,839
<b>SUBTOTAL - Employee Benefits</b>	<b>8,918,884</b>	<b>10,584,318</b>	<b>10,389,976</b>	<b>(194,342)</b>

**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

	YTD	Budget		
	Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
<b>Books &amp; Supplies</b>				
4100 Approved Textbooks & Core Curricula Materials	272,188	250,000	216,155	(33,845)
4200 Books & Other Reference Materials	73,796	15,000	77,372	62,372
4300 Materials & Supplies	6,033	-	8,392	8,392
4325 Instructional Materials & Supplies	205,328	260,000	285,339	25,339
4330 Office Supplies	81,787	100,000	110,162	10,162
4345 Non Instructional Student Materials & Supplies	542,768	315,000	728,235	413,235
4400 Noncapitalized Equipment	548,356	403,000	627,449	224,449
4710 Student Food Services	583,348	676,000	713,546	37,546
4720 Other Food	-	2,500	-	(2,500)
<b>SUBTOTAL - Books and Supplies</b>	<b>2,313,606</b>	<b>2,021,500</b>	<b>2,766,650</b>	<b>745,150</b>
<b>Services &amp; Other Operating Expenses</b>				
5000 Services & Other Operating Expenses	26,387	-	-	-
5100 Subagreements for Services	433,587	-	42,317	42,317
5200 Travel & Conferences	51,943	115,000	65,943	(49,057)
5300 Dues & Memberships	368,538	538,403	432,473	(105,930)
5400 Insurance	217,571	215,000	351,597	136,597
5500 Operations & Housekeeping	411,688	874,000	562,052	(311,948)
5520 Security	411,482	547,600	488,988	(58,612)
5605 Equipment Leases	586,396	630,600	106,431	(524,169)
5610 Rent	10,977	520,198	23,400	(496,798)
5616 Repairs and Maintenance - Computers	1,207	-	-	-
5631 Other Rentals, Leases and Repairs 1	7,094	140,000	-	(140,000)
5800 Other Services & Operating Expenses	27,892	-	28,430	28,430
5809 Banking Fees	264,311	56,160	334,962	278,802
5812 Business Services	17,364	174,000	17,365	(156,635)
5815 Consultants - Instructional	974,985	1,209,980	1,071,150	(138,830)
5820 Consultants - Non Instructional - Custom 1	411,520	393,891	527,770	133,879
5824 District Oversight Fees	288,314	335,422	1,002,389	666,967
5830 Field Trips Expenses	332,064	260,000	441,871	181,871
5833 Fines and Penalties	58,473	5,200	2,458	(2,742)
5840 Professional Development	-	-	80,000	80,000
5845 Legal Fees	195,268	200,000	248,055	48,055



**El Camino Real Charter High School  
Income Statement  
April 30, 2020**

5848 Licenses and Other Fees  
 5851 Marketing and Student Recruiting  
 5857 Payroll Fees  
 5861 Prior Yr Exp (not accrued)  
 5872 Special Education Encroachment  
 5884 Substitutes  
 5900 Communications  
**SUBTOTAL - Services & Other Operating Exp.**

YTD	Budget		
Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
56,580	46,500	101,416	54,916
11,566	60,000	11,567	(48,433)
68,231	35,055	77,757	42,702
-	10,000	-	(10,000)
595,915	539,496	672,429	132,933
415,547	360,000	491,291	131,291
142,953	156,000	170,329	14,329
<b>6,387,856</b>	<b>7,422,505</b>	<b>7,352,440</b>	<b>(70,065)</b>

**El Camino Real Charter High School**  
**Income Statement**  
**April 30, 2020**

**Capital Outlay & Depreciation**  
 6900 Depreciation  
**SUBTOTAL - Capital Outlay & Depreciation**

**TOTAL EXPENSES**

YTD	Budget		
Actual YTD	Approved Budget	Current Forecast	% Approved Budget v. Current Forecast
472,036	712,052	566,445	(145,607)
<b>472,036</b>	<b>712,052</b>	<b>566,445</b>	<b>(145,607)</b>
<b>34,291,601</b>	<b>40,053,513</b>	<b>40,543,347</b>	<b>489,834</b>

**El Camino Real Charter High School**  
**Balance Sheet**  
**April 30, 2020**

	<b>4/30/2020</b>	<b>4/30/2019</b>	<b>YTD Change</b>
<b>ASSETS</b>			
Cash Balance	8,289,795	6,325,911	1,963,884
Accounts Receivable	2,071,017	64,733	2,006,284
Prepays	226,129	169,555	56,574
Fixed Assets, Net	6,699,027	7,525,164	(826,137)
Investments	6,937,229	6,713,619	223,610
<b>TOTAL ASSETS</b>	<b>24,223,197</b>	<b>20,798,982</b>	<b>3,424,215</b>
<b>LIABILITIES &amp; EQUITY</b>			
Accounts Payable	130,546	784,102	(653,556)
Due to Others	237,807	179,702	58,105
OPEB Liability	13,739,574	8,995,650	4,743,924
Deferred Revenue	949,529	204,704	744,825
Current Loans and Other Payables	1,702,858	(47,288)	1,750,146
Beginning Net Assets	8,237,523	11,966,952	(3,729,429)
Net Income (Loss) to Date	(774,640)	(1,284,840)	510,200
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>24,223,197</b>	<b>20,798,982</b>	<b>3,424,215</b>

**El Camino Real Charter High School  
Parent Company  
Cash Flow Statement  
From Jul 2019 to Apr 2020**

Financial Row	Amount
<b>Operating Activities</b>	
Net Income	(\$781,570.37)
<b>Adjustments to Net Income</b>	
Accounts Receivable	(\$1,510,536.73)
Other Current Asset	(\$6,983,859.71)
Accounts Payable	\$1,521,100.30
Other Current Liabilities	\$2,436,548.06
<b>Total Adjustments to Net Income</b>	<b>(\$4,536,748.08)</b>
<b>Total Operating Activities</b>	<b>(\$5,318,318.45)</b>
<b>Investing Activities</b>	
Fixed Asset	(\$5,065,364.21)
<b>Total Investing Activities</b>	<b>(\$5,065,364.21)</b>
<b>Financing Activities</b>	
Long Term Liabilities	\$13,739,574.45
Other Equity	\$17,064,262.57
<b>Total Financing Activities</b>	<b>\$30,803,837.02</b>
<b>Net Change in Cash for Period</b>	<b>\$20,420,154.36</b>
<b>Cash at Beginning of Period</b>	<b>(\$12,130,359.05)</b>
<b>Cash at End of Period</b>	<b>\$8,289,795.31</b>

# Cover Sheet

## Discuss Collective LAUSD SELPA Notification Letter

**Section:** IV. School Business  
**Item:** C. Discuss Collective LAUSD SELPA Notification Letter  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Collective LAUSD SELPA Notification Letter\_2020.pdf

June 30, 2020

Anthony Aguilar  
Chief of Special Education, Equity, and Access  
Division of Special Education  
Los Angeles Unified School District  
333 South Beaudry Ave, 17<sup>th</sup> Floor  
Los Angeles, CA 90017  
[aaguil1@lausd.net](mailto:aaguil1@lausd.net)

Dear Mr. Aguilar,

Over the past decade, the partnership between the Los Angeles Unified School District (“LAUSD”) and charter schools in the area of special education has become an extraordinary model of innovation of and collaboration. On behalf of the charter schools participating in the Charter Operated Programs, Option 3 (“COP3”), I am writing to express our gratitude for this ongoing partnership.

Since its inception, COP3 has led to the development of a local charter school special education infrastructure that enables charter schools to provide an expanded range of innovative high-quality special education programs to an increasing number of students with disabilities. This year, the 180+ charter schools in COP3 served over 12,000 students with disabilities, which represents nearly 11.5% of their enrollment. Approximately 2.5% of all students are students with the most significant (low-incidence) needs. This data is a testament to the fact that charter schools are an integral part of the continuum of special educational options within LAUSD and that our ongoing collaboration ensures that students and families are able to receive appropriate supports regardless of which school they attend.

We also recognize that special education arrangements within the LAUSD SELPA are subject to change. For this reason, charter schools must take the necessary steps to preserve their ability to exit the SELPA should such action be in the best interest of their students. Please accept this letter as notification that the undersigned charter schools reserve the right to exit the LAUSD SELPA effective July 1, 2021.

Please note that this notice is not binding upon the undersigned charter schools and serves the requisite administrative function of providing a one-year notice of intent to exit the SELPA. If, in consideration of all options, the charter schools find that it is not in the best interest of their students to exit the SELPA, they will remain with the LAUSD SELPA for the 2021-22 academic year.

We look forward to ongoing partnership in the service of all of our students and families.

Brian Bauer  
Board Chair  
LAUSD Charter Operated Programs, Option 3  
Executive Director, Granada Hills Charter High School

CC: Austin Beutner, Superintendent  
Dixon Deutsch, Director, Charter Operated Programs, Division of Special Education  
Jose Cole-Gutierrez, Director, Charter Schools Division  
Alexa Slater, California Department of Education



# Cover Sheet

## LCAP 2019-2020 Analysis

**Section:** IV. School Business  
**Item:** D. LCAP 2019-2020 Analysis  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** 2019-20 Annual Update for Local Control and Accountability Plan.pdf



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

## Goal 1

**Ensure implementation of academic content standards for all core subjects as they are adopted**

State and/or Local Priorities addressed by this goal:

State Priorities: [1, 2, 4, 5]

Local Priorities: Access to a Broad Course of Study

## Annual Measurable Outcomes

### Expected Annual Measurable Outcomes

Metrics/Indicators	Baseline	2017-18	2018-19	2019-20
% of grade 11 students scoring “Exceeded” and “Met” standard in ELA on SBAC	61% (2015-16)	Not Met - 59%. Target: 2% above baseline	Not Met 59.46% Target: 4% above baseline (Goal: 64%)	7% above baseline COVID 19 Cancelled testing

<p><b>of grade 11 students scoring “Exceeded” and “Met” standard in Math on SBAC</b></p>	<p><b>40% (2015-16)</b></p>	<p><b>Not Met - 41%. 2% above baseline</b></p>	<p><b>Not Met 41.18%. 5% above baseline (Goal: 42%)</b></p>	<p><b>8% above baseline COVID 19 Cancelled testing</b></p>
<p><b>school-wide four-year cohort graduation rate</b></p>	<p><b>89.9% (2015-16)</b></p>	<p><b>90.4% in 2018. Not Met. Target: 95.0%</b></p>	<p><b>93.5% 4 year cohort not available yet One year from Aeries is 96%</b></p>	<p><b>≥95.0% Not available yet</b></p>
<p><b>four-year cohort dropout rate</b></p>	<p><b>7.3% (2015-16)</b></p>	<p><b>Target: 2.5%  Actual 5.7%</b></p>	<p><b>Target: 2.4%  Data still not available from CDE (5/20)</b></p>	<p><b>Target: 2.3%  Data available from CDE</b></p>

<b>% of parents returning the annual survey agree or strongly agree that, “The school provides high quality instruction to my child”</b>	<b>76%</b>	<b>Not Met. 69.6% 1% above baseline</b>	<b>2% above baseline MET. 80% as of May 20th.</b>	<b>3% above baseline</b>
<b>% of 9th and 10th grade students on pace in the spring semester to earn a 3 or 4 on the SBAC in ELA (using NWEA MAP cut scores) **</b>	<b>N/A</b>	<b>N/A</b>	<b>55.8% - Baseline year</b>	<b>2% above baseline</b>
<b>% of 9th and 10th grade students on pace in the spring semester to earn a 3 or 4 on the SBAC in ELA (using NWEA MAP cut scores) in math **</b>	<b>N/A</b>	<b>N/A</b>	<b>43.1% - Baseline year</b>	<b>2% above baseline</b>
<b>% of teachers using of research based classroom strategies as evidenced by observations</b>	<b>N/A</b>	<b>N/A</b>	<b>Baseline year</b>	<b>5% above baseline</b>
<b># of school wide PD minutes dedicated to instruction</b>	<b>N/A</b>	<b>600</b>	<b>Met. 660 minutes. 11 late start CPD meetings. Target: 650</b>	<b>Target:700 800 Met</b>

# of common formative assessments given among all course alike	N/A	4 (on per quarter)	MET New Program: On pace (2 in the spring with revamped Write to Learn program)	4 (one per quarter)
% of academic courses adopt curriculum maps in order to support the development of intradepartmental common formative assessment	N/A	90%	95%  MET	100%

## Actions / Services

### Action 1

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide EL support to core academic teachers to help EL students' access CCSS and ELD standards	Provide EL support to core academic teachers to help EL students' access CCSS and ELD standards	\$34,257	\$4,215.06

Describe the overall implementation of the actions/services to achieve the articulated goal.

The EL coordinator attended a series of trainings and worked with departments to support implementation of ELD standards.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The EL coordinator reclassified 30% of EL students and developed an Advanced ELD class for all EL students. Using this metric the program has achieved immense success. COVID 19 stopped remaining EL students to be tested and possibly reclassified.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Due to time constraints, there were no Common Planning Days, CPD, dedicated to this action step. The alternative was to have the Department Chairs, and Instructional Coaches who attend LAT meetings bring the EL information and literacy strategies to their departments. The money spent was on trainings for the EL coordinator.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Given the success achieved, there are no anticipated changes. Continued professional development within departments by the EL coordinator will continue.

## Action 2

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide training on analyzing and using both summative (namely SBAC) and formative assessment data including assessment resources and tools	Provide training on analyzing and using both summative (namely SBAC) and formative assessment data including assessment resources and tools	27,095	\$23,572.08

Describe the overall implementation of the actions/services to achieve the articulated goal.

Teachers received some training on SBAC test administration and reviewed score data. Different academic departments have varying levels of comfort and expertise. When working in departments, it is essential to identify those faculty members that have a facility with data collection and basic analysis to assist the whole department. Meeting as a large group presents its own challenges. The staff attempted to circumvent these by making the presentations interactive, providing staff with access to the presentation, and engaging them during the process. This is part of a multiyear effort to embed MAP assessments and train the community on the benefits and usefulness of MAP.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Spent: \$23,572.08, Budgeted: \$27,095

This year, 2 after school faculty meetings were focused on SBAC data analysis, and only 2 CPS. \$1018.08 was spent in teacher OT for training on data analysis for their departments.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The desired outcome of this Action Step remains the same, however, it has been determined that faculty needs support in using the data from these assessments to drive instruction. For that reason, this year’s Action Step 9 was developed, as it will be helpful to have a designated Data Coordinator to help teachers analyze data to inform instruction.

### Action 3

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Encourage bi-annual faculty participation in subject/content area/instructional strategy conference where participants must document and share (report back) what was learned.	Encourage bi-annual faculty participation in subject/content area/instructional strategy conference where participants must document and share (report back) what was learned.	\$50,000	\$18,387

Describe the overall implementation of the actions/services to achieve the articulated goal.

This Action Step was implemented according to plan. In addition to conferences attended by faculty, most of the departments held two retreats during the 19-20 academic year. Additionally, faculty members have been highly encouraged to attend training and share their takeaways with their departments. Participation has been strong but getting a wider swath of teachers to attend ongoing professional development and conferences continues to be a priority

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

All departments participated in at least one retreat and reported back what was learned. However, the guidelines for the retreats were very broad and departments had varying levels of productivity.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures

Less teachers opted to travel to conferences. Perhaps because teachers were given the option of meeting during school time in a “Retreat” off campus at the North Campus.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This Action Step was edited to reflect more specific guidelines regarding the topics to be covered in these retreats, so that this Action Step effectively support Goal 1.

CAASPP scores have remained stagnant. English scores 59% in 2017-18 met or exceeded standards improved slightly to 59.46% in 2018-19. Math scores were 41% in 2017-18 and 41.18% in 2018-2019. More emphasis on research-based instruction was a WASC recommendation

### Action 4

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Maintain 95% faculty are fully credentialed and appropriately assigned.	Maintain 95% faculty are fully credentialed and appropriately assigned.	0	0

Describe the overall implementation of the actions/services to achieve the articulated goal.



This Action Step was met

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

One hundred percent of faculty are credentialed and appropriately assigned

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Zero budgeted and zero actual expenditures

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This is an ongoing goal that will need to be addressed each year. Therefore, this Action Step will remain in this year’s LCAP

## Action 5

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Maintain school facilities to promote optimal learning environment	Continuation of multi year plan to replace classroom furniture with learner centered, easy to manipulate furniture.	\$100,000	\$24,591.57

Describe the overall implementation of the actions/services to achieve the articulated goal.

This action step was met. Over the past several years, the school has replaced old, “tablet arm-chairs” with group-oriented tables intended to support the move toward project based and student-centered learning. This past year several classrooms (7 in their entirety and parts of 5 others) and the guidance counselor’s offices were all refurbished. The guidance counselors were added since they are certificated staff and meet with students in their offices.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

School facilities were maintained to promote an optimal environment. This action step has helped enable the shift toward student centered learning, a core tenet of the research on how people learn. Additionally, the collegiate feel of the classrooms helps raise expectations and respects both student and teacher by creating an environment dedicated to learning

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Typically, furniture is purchased towards the end of the school year so classroom disruption is to a minimum. With The current budget crisis looming, we did not put any new orders in after the March shut down.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This is an ongoing action step that will need to be addressed each year. Therefore, this will remain in the new LCAP

## Action 6

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide training and collaboration time to ensure common faculty understanding about the CCSS, curricular maps, common assessments, and academic vocabulary	Provide training and collaboration time to ensure common faculty understanding about the CCSS, curricular maps, common assessments, and academic vocabulary	\$4,260	\$11,277 for one CPD \$31,450 for department retreats (cost of substitutes) Total: \$42,727

Describe the overall implementation of the actions/services to achieve the articulated goal.

This Action Step was met. ECRCHS provided the collaboration time needed in the areas outlined. However, training in these areas was inconsistent and will need to be prioritized

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

We ensured that all faculty was given time and training to recognize the academic content standards in all core subjects and the need to correlate with CCSS, curricular maps, common assessments, and academic vocabulary. More consistent, focused training is needed for staff to be able to implement

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Administrations believed our faculty had been given enough time during the 2018-19 school year to cover this action step and perhaps some overtime might be needed to assist the new teachers. Department Chairs asked for one CPD and department retreats devoted to provide training and collaboration time to ensure common faculty understanding about the CCSS, curricular maps, common assessments, and academic vocabulary. One CPD was scheduled for departments to collaborate on this action step, along with 2 retreats per departments. Not all departments had 2 retreats due to the COVID-19 shut down. Cost of one CPD is \$11,277, cost of 170 substitutes was \$31,450. ( English: 24 and 25 teachers for 2 retreats, Math: 17 teachers for 1 retreat, CCR/Health: 4 teachers, 1 retreat, Biology: 7 teachers, 2 retreats, World Language: 11 teachers, 1 retreat, Special Education: 15 teachers, 2 retreats, Social studies: 15 teachers, 2 retreats, AVID 15 teachers, 1 retreat

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Consistent professional development that targets CCSS, creation and implementation of curricular maps as well as CFA's will be employed to help us fully meet this goal. CAASPP scores are stagnant, with less than a 1% improvement over two years. WASC recommendation was to improve this area through PD's.

## Action 7

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
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	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	\$1,495	\$0 Combined with previous action step # 6.

Describe the overall implementation of the actions/services to achieve the articulated goal.

Department Curriculum maps are in the development stage for some departments. Other departments (i.e., World Languages, Math, Science, and Business Tech) have fully developed curriculum maps that are updated and maintained each year.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Creation of curriculum maps in all departments ensured that academic content standards were addressed in all subjects. To be effective, curriculum maps need to be completed for all disciplines. Instruction must be monitored to ensure curriculum maps are implemented

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

The cost of this action step has been included in the previous one number 6.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

CAASPP scores are stagnant, with less than a 1% improvement over two years. WASC recommendation was to improve this area through Curricular Maps and a common vocabulary. This is an ongoing goal. Based on reflection, finite timetables need to be employed

### Action 8

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Create common formative assessments in each academic course to measure student mastery of standards that embody CCSS focus on depth of knowledge (DOK) and priority standards	Create common formative assessments in each academic course to measure student mastery of standards that embody CCSS focus on depth of knowledge (DOK) and priority standards	\$1,495	\$0 Combined in Action Step 6

Describe the overall implementation of the actions/services to achieve the articulated goal.

This Action Step is in progress. Some departments have common formative assessments that are being implemented regularly. Others are still in development stages.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Some departments have implemented CFA's and are using data to ensure academic content standards are adopted. To be effective, all departments must develop content- based CFA's and use them to drive instruction

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Combined with action step #6

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

CAASPP scores are stagnant, with less than a 1% improvement over two years. WASC recommendation was to improve this area through creating common formative assessments that measure mastery in order to improve CCSS.

### Action 9

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Implement the use of common rubrics to assess student work	Implement the use of common rubrics to assess student work	\$26,010	\$11,277

Describe the overall implementation of the actions/services to achieve the articulated goal.

This Action Step was met. Rubric training was provided.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

One CPD time was given to provide time and training in rubrics; however, while rubric training was provided, not all departments are using common rubrics when assessing student work

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

This year only one CPD was committed to rubrics, administration had believed there would be 2. This topic was covered during retreats instead.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

CAASPP scores are stagnant, with less than a 1% improvement over two years. WASC recommendation was to improve this area through creating common rubrics that measure mastery in order to improve CCSS

### Action 10

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Implement PLC, or similar format, to ensure common planning time, and master schedule.	Ensure common planning time, and master schedule.	\$15,000	\$270,648.00 Covers all 24 CPD topics this year

Describe the overall implementation of the actions/services to achieve the articulated goal.

Existing PLC-like groups met, such as departments, course-alike teachers, instructional cabinet, and committee during common planning days.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The biggest benefit of common planning days, CPD, was to create time for academic departments, SLCs (small learning communities), PLCs (professional learning communities), course alike groups, and various other groups to plan, train, and discuss a range of topics and concepts, many of which are laid out in other actions (including, but not limited to Action 2, 6, 8, and 9 in Goal Existing PLC-like groups do exist that work to ensure common planning time and master schedule

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

The budgeted expense covered one common planning day, the actuals combining all of the common planning days since most of the CPD's occurred in some form of group.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This Action Step was deemed no longer applicable to our school culture, and therefore was eliminated

## Action 11

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Implement systematic diagnostic assessment at multiple points throughout the school calendar (i.e. Fall, Winter, and Spring) to inform instruction using consistent data	Implement systematic diagnostic assessment at multiple points throughout the school calendar (i.e. Fall, Winter, and Spring) to inform instruction using consistent data	\$46,500	\$48,822.50

Describe the overall implementation of the actions/services to achieve the articulated goal.

Use of diagnostic assessment data to inform instruction is achieved through the Northwest Evaluation Association (NWEA) Measures of Academic Progress (MAP) platform, which is implemented three times a year.



Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Using NWEA for testing allows ECR to create a personalized assessment experience that accurately measures student performance. MAP growth data was used to highlight instructional areas to allow teachers to differentiate instruction and pinpoint individual student needs. Counselors also used this data to aid in the programming process to find a better fit between student ability and course alignment. Intervention coordinators also used this data for timely interventions and targeted efforts

Although a plethora of data has been collected, faculty needs support in using the data from these assessments to drive instruction. For that reason, this year's Action Step 9 was developed, as it will be helpful to have a designated Data Coordinator to help teachers analyze data to inform instruction.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No difference

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The desired outcome of this Action Step remains the same, however, it has been determined that faculty needs support in using the data from these assessments to drive instruction. A designated Data Coordinator to help teachers analyze data to inform instruction has been put in the new LCAP. In order to improve data from the California Dashboard teachers must use student diagnostic data to inform instruction.

## Action 12

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide training on current research based instructional practice and curriculum with resources, tools, and observation checks by administration, instructional coaches, and department chairs	Provide training on current research based instructional practice. Professional development speakers presented on culturally responsive instruction for a full day of instruction.  Resources, tools, and observation checks by administration, instructional coaches, and department chairs were implemented.	\$1,500	\$44,900 Howard Group \$17,500 Growing Educators \$27,400  2 full days plus vendor fees

Describe the overall implementation of the actions/services to achieve the articulated goal.

This Action Step was met. ECRCHS provided opportunities for all teachers to receive research based instructional resources training, resources and tools for instruction. The Howard Group presented on culturally proficient pedagogy, examining unconscious bias, and creating trauma sensitive classroom

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

ECRCHS effectively provided the training, resources, tools, and observation checks, which is the first step towards the ultimate goal of faculty usage of those things

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Professional development was essential in these areas and therefore the decision to bring in outside groups was made.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

In order to ensure the implementation of research based instructional strategies that faculty has been trained on, it is important for the faculty to have a clear set of expectations. For this reason this year's Action Step 11 was developed.

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

## Goal 2

### Solidify a clear school-wide identity in terms of College & Career Readiness

State and/or Local Priorities addressed by this goal:

State Priorities: [1, 2, 4, 8

Local Priorities: Access a Broad Course of Study

## Annual Measurable Outcomes

### Expected Annual Measurable Outcomes

Metrics/Indicators	Baseline	2017-18	2018-19	2019-20
# of PD minutes dedicated to college going culture and/or career exploration	N/A	120	Actual: 60 Not Met. Target: 150	180
% school-wide UC/CSU eligibility rate (i.e., A-G completion)	31.3% (2015-16) 41 % 2016-17	56.7% Met. Target: 45% Source CDE	44.79% Not Met Target: 49% Source: Aeries	52%  Not available yet

<b>% of students deemed “college ready” on the Early Assessment Program (EAP) based on Grade 11 SBAC in ELA</b>	<b>26% (2014-15)</b>	<b>4% above baseline 30% Met</b>	<b>6% above Baseline 10/19: Still waiting for Data</b>	<b>8% above baseline  Not Available yet</b>
<b>% of students enrolled in at least one AP course</b>	<b>22% (2014-15)</b>	<b>4% above baseline</b>	<b>6% above Baseline (24%) 30% MET</b>	<b>8% above baseline</b>
<b># of students enrolled in higher level math (Alg II or above)</b>	<b>40.55% (2017-18)</b>	<b>40.55% Baseline</b>	<b>2% above baseline 37% Not Met</b>	<b>4% above baseline</b>
<b>% AP exams passed with a score of 3 or higher</b>	<b>71%</b>	<b>2% above baseline</b>	<b>4% above baseline 94.59% Met</b>	<b>6% above baseline Not available yet</b>

<p><b>% of students earning “C” or better in college prep ELA</b></p>	<p><b>78%</b> <b>(2014-15)</b></p>	<p><b>2% above baseline</b> <b>Met. 82.26%.</b> <b>1831 students out of 2226</b></p>	<p><b>3% above baseline</b> <b>76%</b> <b>Not Met</b></p>	<p><b>4% above baseline</b> <b>Won't be available until after June 5th</b></p>
<p><b>% of students earning “C” or better in college prep Math</b></p>	<p><b>56%</b> <b>(2014-15)</b></p>	<p><b>5% above baseline</b> <b>Met. 71.06%.</b> <b>1569 students out of 2208.</b></p>	<p><b>8% above baseline</b> <b>71%</b> <b>Met</b></p>	<p><b>11% above baseline</b> <b>Won't be available until after June 5th</b></p>
<p><b>% of students earning “C” or better in college prep Science</b></p>	<p><b>69%</b> <b>(2014-15)</b></p>	<p><b>3% above baseline</b> <b>Met. 77.97%</b> <b>874 students out of 1121</b></p>	<p><b>5% above baseline</b> <b>81%</b> <b>Met</b></p>	<p><b>7% above baseline</b> <b>Won't be available until after June 5th</b></p>

<b>% of students earning “C” or better in college prep Social Studies</b>	<b>80% (2014-15)</b>	<b>2% above baseline</b>	<b>3% above baseline 80% Met</b>	<b>4% above baseline Won't be available until after June 5th</b>
<b>% of students participating in at least one college visit and/or career-oriented field trip (by the end of 11<sup>th</sup> grade)</b>	<b>N/A</b>	<b>5% above baseline Met. 82.59% 1096 students out of 1327</b>	<b>10% above baseline</b>	<b>15% above baseline</b>
<b>% of African American students enrolled in an AP class</b>	<b>16.54%</b>	<b>2% above baseline</b>	<b>4% above baseline 5% Not Met</b>	<b>6% above baseline</b>
<b>% of Latino students enrolled in an AP class</b>	<b>21.59%</b>	<b>1% above baseline</b>	<b>2% above baseline 20% Not Met</b>	<b>3% above baseline</b>

<p><b>% of AVID students accepted to a 4-year program</b></p>	<p><b>N/A</b></p>	<p><b>2% above baseline</b></p>	<p><b>4% above baseline</b> <b>59.1% MET</b></p>	<p><b>6% above baseline</b></p>
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## **Actions / Services**

### **Action 1**

<p><b>Planned Actions/Services</b></p>	<p><b>Actual Actions/Services</b></p>	<p><b>Budgeted Expenditures</b></p>	<p><b>Estimated Actual Expenditures</b></p>
<p>Provide professional development to faculty on specific behaviors and actions that will be used to reinforce and embody a “college-going culture” and/or “career exploration</p>	<p>AP update for teachers teaching AP courses; recruited new AP teachers, sent to AP by the Sea</p> <p>Collaboration with colleges and universities grew with the College and Careers Access Pathway (CCAP) agreement</p> <p>-</p> <p>ECR partnered with community businesses and organizations to revive our annual Career Expo/Job Fair.</p>	<p>\$26,010</p>	<p>\$44,900</p> <p>Howard Group \$17,500</p> <p>Growing Educators \$27,400</p>



Describe the overall implementation of the actions/services to achieve the articulated goal.

A couple of CPD's were supposed to be utilized to provide professional development to faculty on specific behaviors and actions that will be used to reinforce and embody a "college-going culture" and/or "career exploration. The amount of time allotted to this area should have increased to 180 minutes, compared to only 60 minutes last year. Instead, the counseling, college office and AP teachers attended conferences and used their knowledge to inform departments and families with the night events. This goal is a bit hard to measure and will most likely be changed for the upcoming LCAP. Collaboration with colleges and universities grew with the College and Careers Access Pathway (CCAP) agreement we signed with Pierce College. This partnership provides students the opportunity to earn both high school and college credit during the school day at ECR. 34 students began taking Dual Enrollment classes in the Fall of 2019, and upon completing the program graduates will have earned 26 UC/CSU transferable units. -ECR partnered with community businesses and organizations to revive our annual Career Expo/Job Fair. This event was scheduled for mid-March with nearly 30 businesses/employers agreeing to attend, but was cancelled due to COVID-19.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Our UC/CSU eligibility has increased from 41% in 2016-2017 to 54.79% in 2018-19. This is an area we continue to work on. Counseling department staff provide professional development for ECR faculty reviewing A-G Requirements. In addition, A-G information has been disseminated out to students and families in a variety of ways including grade level assemblies and monthly parent group meetings. This is an area of focus in our school. We have many strategies put in place for this. Intervention coordinators, tutoring options, Math Support classes, direct parent contact when students are requesting to drop any A-G classes. Area to help improve: adding World History in 9th grade. The percent of students enrolled in at least one AP course has increased from 22% to 30%. This has been an area of success at ECR.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Expenditures were for teacher training only, not 1-2 CPD which was planned during the writing of this LCAP in 2019. Professional development was essential in these areas and therefore the decision to bring in outside groups was made.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Although this improvement is slight, our focus has improved over time. We have not covered college and career readiness as much as we should. According to the metrics. The amount of time allotted to this area increased to 180 minutes this year, but last year we

had only had 60 minutes. With COVID 19 shut down this was not met. This goal is a bit hard to measure and will most likely be changed for upcoming LCAP.

## Action 2

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
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)	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)	\$6,120	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

This has been an area of success at ECR. School utilizing AP Potential list and hosting AP Expo night. We want to continue to use the PSAT scores to help identify more students who are eligible to take AP classes, especially our underrepresented students.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

This has been an area of success at ECR. From 22%- 30% of students enrolled in at least one AP. ECR also has goals to increase the percent of the African-American population and the Latino population taking AP classes. There were small increases in this area over the last three years but is still a focus area for our students.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No over time was needed for this action step.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The percentage of students enrolled in an AP class increased 8% from the 2014-15 school year. This can be attributed to the school hosting an AP expo night for the last two school years. All Stakeholders have the opportunity to learn more about the AP opportunities at our school. The college office has also utilized the AP Potential list that the College Board produces from the PSAT. ECR is also continuing to raise the number of African American and Latino students enrolled in AP classes. This percentage has slowly increased and will remain an area of focus.

### Action 3

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Enroll more students in higher level math classes (i.e. Algebra II or higher)	Enroll more students in higher level math classes (i.e. Algebra II or higher)	\$0	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

Math support classes shifted to being in a student’s schedule rather than after school. Area of focus for the master schedule. Added regular statistics for next year.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The number of students enrolled in a higher-level Math class has increased by 4%. This will continue to be an area of focus, and the creation of additional math course offerings for upperclassmen is proposed for the upcoming school year. Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No over time was needed for this action step.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Math tutoring options have expanded, adding before school tutoring. These efforts made by the math department have contributed to the 11% increase of students in earning a C or better in college prep math. Small increases here. Math department adding more tutoring resources and opportunities. We are hopeful this support will demonstrate improved data in the California School Dashboard with our 11th graders.

## Action 4

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Plan collaboration with colleges and universities (upward articulation)	Plan collaboration with colleges and universities (upward articulation)	\$2550	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

Collaboration with colleges and universities grew with the College and Careers Access Pathway (CCAP) agreement we signed with Pierce College. This partnership provides students the opportunity to earn both high school and college credit during the school day at ECR.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

34 students began taking Dual Enrollment classes in the Fall of 2019, and upon completing the program graduates will have earned 26 UC/CSU transferable units.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Assistant Principal Mr. Alba handled this articulation and therefore no overtime was spent.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

California Dashboard illustrates ECR’s need to improve in A-G and post college acceptance. Collaboration with colleges and universities will improve this data and prepare our students for four-year universities.

## Action 5

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide training to help teachers implement relevant, real world curricular connections for project-based learning	Project Lead the Way trainings for Introduction to Engineering Design and Principles of Biomedical Science - plus faculty to attend PLTW summit to learn about the program.	\$26,010	\$16,496.62

Describe the overall implementation of the actions/services to achieve the articulated goal.

Project Lead the Way is the entity that provides the training and curriculum for engineering and biomedical courses.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Both courses are student centered and project based. The 2020-21 school year will increase classes to two engineering and two biomedical, due to increased student numbers.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Less money was spent on training than anticipated when this document was written in June 2019.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Student interest has doubled the program and administration is committed to developing this as part of the STEAM program.

## Action 6

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Implement career pathway opportunities and staffing needs for additional career pathways	Implement career pathway opportunities and staffing needs for additional career pathways	\$18,575	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

ECR partnered with community businesses and organizations to revive our annual Career Expo/Job Fair. This event was scheduled for mid-march with nearly 30 businesses/employers agreeing to attend, but was cancelled due to COVID-19.

Another career pathway opportunity is through the 9th grade College and Career Readiness class. Part of the curriculum includes a Junior Achievement program composed of 12 financial literacy lessons, which culminates in a hands-on budgeting simulation that is implemented at the JA Finance Park facility.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Past Career fairs have been well attended with student sign-ups well in advance. Due to the cancelled event effectiveness cannot be determined.

The JA program simulates “real world” experiences. Students have to make decisions regarding monthly budgets based on a pre-loaded scenario given to each student. Students recognize that decisions they make in education and careers will have an impact on potential income and quality of life.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Any funding in this action step was combined with action step, 1

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Both events, Career Fair and JA finance program are effective in promoting career pathway opportunities. There are no intended changes to the action step.

## Action 7

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Partner with community businesses and organizations to provide internships, mentorships, field trips, and project- based learning.	Partner with community businesses and organizations to provide internships, mentorships, field trips, and project- based learning.	\$18,562	\$5482.35

Describe the overall implementation of the actions/services to achieve the articulated goal.

ECR partnered with community businesses and organizations to revive our annual Career Expo/Job Fair. This event was scheduled for mid-March with nearly 30 businesses/employers agreeing to attend, but was cancelled due to COVID-19. In part, this was accomplished through Goal 2, Action 6. Additional opportunities for field trips (admissions fees, buses, etc.) were included in this action step. This does not include field trips for AVID (Goal 2, Action 14), La Familia (Goal 3, Action 10), and BSU (Goal 3, Action 11

As mentioned in the previous action step,

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The intention of providing real world connections has been achieve

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Only cost this year was on college field trips; career fair did not take place

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.



Roads to the Future has developed relationships with outside careers and the North Campus has a distinct and purposeful career focus. Each month a new career is focused with research and speakers. For the future, it will focus on field trips, project based learning, and possible internships

### Action 8

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Implement a portfolio of College & Career Readiness for graduation (including career aspirations/goals, resume, samples of exemplary work, etc. via Naviance)	College & Career classes for 9th graders implemented lessons designed to include career aspirations/goals, resume, samples of exemplary work, etc. via Naviance)	\$30, 172	\$21,142.17

Describe the overall implementation of the actions/services to achieve the articulated goal.

This program has continued as in the past. The college counselors developed a scaffolded, 4-year program for implementing the Naviance program through the curriculum

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Naviance has a long history at the school, with the college office leading the effort. Adoption across the curriculum has lagged as integration has not taken off. This year, graduating seniors are required to take an exit survey through the platform. A metric to measure adoption and usage among students could help to clarify the campus wide usage of the program. Naviance remains a useful tool, but the number of students currently using it, and to what extent, remains largely unknown

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of Naviance was a bit less than originally thought.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The college counseling office will use the native analytics tool to help identify school wide adoption rates.

### Action 9

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to fund 9th – 11th grade PSAT and monitor scores	Continue to fund 9th – 11th grade PSAT and monitor scores	\$36,300	\$32,611.00

Describe the overall implementation of the actions/services to achieve the articulated goal.

In October 2019, all 9th, 10th, and 11th graders were administered the PSAT. Scores were uploaded to Aeries.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

This program has continued for several years and has become an integral part of course selection from students as these scores populate the AP Potential list, a prime source of recruitment for AP courses

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

A cost of PSAT for all grades 9th -11th

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Administering the PSAT will continue as planned for the past several years

### Action 10

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide counselors with a list of students identified by AP Potential, with a focus on Latino and African American students, to encourage them to take AP classes	Guidance counselors stayed late on Tuesdays throughout the school year. When counselors are not seeing families, they are tasked with ensuring students are on track to graduate, checking AP potential to ensure students are accessing AP courses.	\$7800	\$371.82

Describe the overall implementation of the actions/services to achieve the articulated goal.

Counselors were tasked with performing this task in addition to meeting parents and students that signed up for the after-hours counseling session

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Initially, counselors marked in an internal document the students with whom they had spoken. However, this system was a bit cumbersome. Looking at the number of African American and Latino students enrolled in AP courses – the school reports the percentage of African American and Latino students enrolled in an AP class – may prove more instructive

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Counselor extended hours have been divided among several action steps.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Improving our data on A-G and college entrance is a focus; therefore, consistent communications and education to our families is essential.

### Action 11

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Embed career readiness within existing support staff	Transitional Special Education coordinator took on the lead role on career readiness.	\$2000	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

ECR partnered with community businesses and organizations to revive our annual Career Expo/Job Fair. This event was scheduled for mid-March with nearly 30 businesses/employers agreeing to attend, but was cancelled due to COVID-19.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The event was planned and ready to be implemented. COVID 19 cancelled the event.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Special Education Transition counselor takes the lead role in career readiness. Her time is included in action step 7.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This action step is essential for career readiness.

## Action 12

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Enhance the rigor for the 9th grade year.	Enhance the rigor for the 9th grade year.	\$1500	\$4262.09

Describe the overall implementation of the actions/services to achieve the articulated goal.

2018-19, courses were added to the 9th STEAM program, Introduction to Engineering and biomedical science.

In the 2019-20 school year, additional sections were added due to the increase in numbers in the STEAM program.

In the 2020-21 and 2021022 school years there will be a two year roll out to include World History in the 9th graders schedule.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The STEAM program has successfully incorporated the extra rigor in 9th grade, the next two years will determine if World History was a good addition to the 9th grade schedule.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

STEAM and PLTW conferences were accounted for in this action step instead of lumping all conferences in Goal 1 action step 3

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

While looking at our A-G data, it is clear we need to increase the rigor in 9th grade so students can fit the necessary college requirements over the four years of high school. Right now, the average 9th grader has 2 core classes while a 10th grader has 5.

No change in this goal.

### Action 13

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue and expand current math support classes, with the possibility of adding support classes in ELA.	Continue and expand current math support classes, with the possibility of adding support classes in ELA	\$100,000	\$180,000

Describe the overall implementation of the actions/services to achieve the articulated goal.

Sixteen Essential Support classes for both English and Math were added in the master schedule based on MAP scores. Students who were scoring below grade level were programmed into support classes. Math tutoring options have expanded, adding before school tutoring.

Describe the overall effectiveness of the actions/services to achieve the articulation goal as measured by LEA

These efforts made by the math department have contributed to the 11% increase of students in earning a C or better in college prep math and support classes.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Sixteen support classes were needed based on MAP scores, more than was anticipated. The amount allocated is within the teachers regular schedule, only \$11,250 was spent on a period 7 overtime.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Math and ELA support classes have been successful in contributing to the 11% increase in students earning a “C” or higher in college prep math classes; therefore this action step has been highly effective.

### Action 14

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to provide support to the AVID program (including tutors, materials, trainings, dues for the program, and a coordinator position).	Continue support has been provided to the AVID program (including tutors, materials, trainings, dues for the program, and a coordinator position)	\$78,050	\$81,419.71

Describe the overall implementation of the actions/services to achieve the articulated goal.

All resources for the AVID (Advancement Via Individual Determination) were accounted for via this action step

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

AVID is a unique program that includes more than just college admissions. Measuring it solely by the reductive measure of college acceptances fails to fully grasp its impact. A survey specific to the students at each grade level asking the same questions each year would help to quantify the impact of the program

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of Action Step was \$81,419.71 including \$1419.71-conference, \$20,000-period out for coordinator, \$60,000 cost of college tutors. More money was spent on college tutors this year than was anticipated.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

AVID is a viable program at ECR and essential in providing under-represented communities in college preparatory.



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

## Goal 3

### Ensure that all students receive personalized supports to succeed

State and/or Local Priorities addressed by this goal:

STATE 3 4 5 7 8

COE 0 9 0 10

Local Priorities: Parent Engagement, Local Climate Survey, Access to a Broad Course of Study

### Annual Measurable Outcomes Expected Annual Measurable Outcomes

Metrics/Indicator	Baseline	2017-18	2018-19	2019-20
Four-year (cohort) high school graduation rate for Hispanic students	90% (2015-16)	2% above baseline/ 90.8% Not Met (91.8)	4% above baseline/ One Yr. rate source: Aeries 95.22 Met	5% above Baseline  Not available until after June 5th

<b>Four-year (cohort) high school graduation rate for African American students</b>	<b>88.9% (2015-16)</b>	<b>90% Met (90.69)</b>	<b>92% 88.5% Not Met</b>	<b>94% Not available until after June 5th</b>
<b>% of EL students reclassified each year</b>	<b>21% (2015-16)</b>	<b>1% above baseline/ 4.4% Not Met</b>	<b>2% above baseline/ 42% MET</b>	<b>3% above baseline COVID 19 Stopped testing</b>
<b>% of Latino students completing UC/CSU eligibility requirements (i.e., A-G completion)</b>	<b>24% (2015-16) 37% (2016-17)</b>	<b>4% above baseline/ 46.6% Met</b>	<b>8% above baseline 46.03% Met</b>	<b>12% above baseline Not available until after June 5th</b>
<b>% of African American students completing UC/CSU eligibility requirements (i.e., A-G completion)</b>	<b>26% (2015-16) 35% (2016-17)</b>	<b>4% above baseline/ 52.2% Met</b>	<b>8% above baseline 51.06% Met</b>	<b>12% above baseline Not available until after June 5th</b>
<b>% of 9<sup>th</sup> grade students earning 55+ credits and successfully matriculating to 10<sup>th</sup> grade</b>	<b>85% (2015-16)</b>	<b>2% above baseline/ 89.5% Met</b>	<b>4% above baseline 87.53% Not Met</b>	<b>7% above baseline Not available until after June 5th</b>

<b>% of students marked chronically absent school wide</b>	<b>7.3% (2015-16)</b>	<b>7.0% total 12% Not Met</b>	<b>6% total 13.01% Not Met</b>	<b>5% total Not available until after June 5th</b>
<b>% of African Americans students marked chronically absent</b>	<b>9.9% (2015-16)</b>	<b>9% total 11% Not Met</b>	<b>8% total 8.7% Not Met</b>	<b>7% total Not available until after June 5th</b>
<b>Percent of parents returning the survey that agree or strongly agree with the following statement: “The teachers at the school care about students’ progress.”</b>	<b>73.15% (Spring 2016)</b>	<b>1% above baseline 51.2% Not Met</b>	<b>2% above baseline 55% Not Met</b>	<b>3% above baseline Not available until after June 5th</b>
<b>% of Latino students that complete an AP class with a “C” or higher</b>	<b>94.4% (Spring 2016)</b>	<b>1% above baseline</b>	<b>1.5% above baseline 92% Not Met</b>	<b>2% above baseline Not available until after June 5th</b>
<b>% of African Americans that complete an AP class with a “C” or higher</b>	<b>88.9% (Spring 2016)</b>	<b>2% above baseline</b>	<b>3.5% above baseline 100% Met</b>	<b>5% above baseline Not available until after June 5th</b>

## Actions / Services

### Action 1

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Restructure Intervention Coordinator position	Restructure Intervention Coordinator position	\$46,975	\$46,975

Describe the overall implementation of the actions/services to achieve the articulated goal.

For the school year 2019-2020, there was only one Intervention Coordinator with 1 period out of the classroom and office hours after school on Tuesdays. Office hours were created for the Intervention Coordinator, the Latinx Coordinator, and the African American Coordinator, in order to provide more support to parents and students after school. Intervention also added a LGBTQ+ Coordinator, Bus pass initiative, and Essential English and Math Classes added to Master schedule.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Based on CAASPP data it was clear that students needed more support with regards to access to academic support, family communication in A-G and college preparedness along with school wide support information. Students were given support all year to include all the extra support offered at ECR. The Intervention Coordinator is also a member of committees on campus: Instructional Cabinet and Language Appraisal Team.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

The budgeted expenses included two periods and two stipends. It was budgeted correctly.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The job description was redesigned 2016-17 to include school wide intervention based on poor test results on the CAASPP. The scores did improve slightly in 2017-18 and 2018-19 in both ELA and Math. We are hopeful the school-wide approach and extra support throughout the year will continue to have a positive result in the state assessments.

## Action 2

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue a Language Appraisal Team	Team met monthly. Through the sharing of best practices and research based ELD strategies, the school has the beginning of systems in place across the curriculum. ELD standards and a language objective was the focus.	0	\$3000.00

Describe the overall implementation of the actions/services to achieve the articulated goal.

The Language Appraisal Team, LAT, met monthly. The focus was to establish a system school wide to improve language fluency. Research based ELD strategies were shared, members were tasked with sharing the methods from the LAT meetings to their departments

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

LAT members responded positively and shared many ELD strategies their departments were utilizing.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Part of the EL coordinator’s duties include running monthly LAT meetings. ECR EL coordinator receives \$1500 per semester.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Prior to revamping or EL Coordinator position, our reclassification percentages had dropped for three years. Developing systems and school-wide professional developments along with language objectives is an effort to address this problem, increasing reclassification from 4% to 6.6% in 2019. We were excited from the positive feedback this school year and expected our reclassification to triple. However, COVID 19 stopped all state testing, so no current data is available.

### Action 3

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
SRM to provide data analytics See Action Step 5	Rolled into Action Step 5	0	0

## Action 4

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Outreach to foster youth, and EL students to support technology usage and provide extra services Incoming 9th graders and new students will receive surface tablet	Outreach to foster youth, and EL students to support technology usage and provide extra services and Incoming 9th graders and new students will receive surface tablet	\$108,481.32-4 yr lease per year	\$500,000

Describe the overall implementation of the actions/services to achieve the articulated goal.

ECR's Board approved the implementation of all students receiving 1:1 laptop. 2019-20 new students received laptops/tablets.

Also, outreach to foster youth, and EL students included, but not limited to tutoring, counseling, after school resources - i.e. technology mentorship; leveraging existing on campus groups such as POPS, PETS, La Familia, BSU, GSA, etc) to be coordinated by CP/non honors teacher

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

ECR deems this action step to be highly successful for our students. During the COVID 19 shut down, our school was prepared for distance learning and did not skip a beat unlike the surrounding schools.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Our technology department was able to refurbish returned laptops from our graduating seniors so the number of laptops needed was reduced.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Becoming a one to one laptop school improves the Conditions of Learning, State Standards Priority 2 Implementation of academic content and performance standards adopted by the state board for all pupils, including English learners, low-income students and foster youth. We expect this standard will help close the achievement gap

### Action 5

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Maintain the Student Relationship Management (SRM) dashboard	Maintain the Student Relationship Management (SRM) dashboard	\$37,065	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

We started a pilot test but no money was spent since the business office had a few questions on how to move forward.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

We started a pilot test but no money was spent since the BO had a few questions on how to move forward.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No money was spent due to the confusion with the business office.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.



We are looking forward to moving forward with this action step. Collaboration with teachers and leadership to assure platform framework design is scale-able for future goals and objectives. It will align current dashboards specific to user needs and requests.

## Action 6

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
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	Held 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	\$77,000	\$49,808.55 (\$8995.00: Edgenuity online program, \$8500.00: Cyber High online program, \$32,313.55 teacher OT)

Describe the overall implementation of the actions/services to achieve the articulated goal.

In order to meet the needs, the following extra supports have been implemented: Period 7 Study Skills class (EI students are identified first and offered the class), Algebra after school support classes have been implemented (9th graders are offered the class first), A-G online classes are offered throughout the year to all students who need to make up a class. Additionally, after school tutoring is offered in all math subjects 4 times a week for approximately 15 weeks each semester. For the World Language Department, we have students from Spanish Honors Society doing lunch tutoring every day. We also have individual teachers doing lunch tutoring or make-up days for students to complete missed assignments.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Percentage of students receiving a “C” in the college prep class increased 11%, Summative exam pass rate for the after school online classes has been 89%. A total of 3469 summative exams have been given to date.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Less money was spent on teacher overtime than last year.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

We are happy with the success of these after school supports and will continue it with no changes.

### Action 7

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Monitor standardized curriculum for Summer Bridge Program and effectiveness for incoming 9th graders	Monitor standardized curriculum for Summer Bridge Program and effectiveness for incoming 9th graders	\$19,941	\$19,941

Describe the overall implementation of the actions/services to achieve the articulated goal.

The identified need was to improve 9<sup>th</sup> grade transition to high school.

Students who were not allowed to participate in the graduation ceremony in middle school, due to behavior or grades, are the focus of the Summer Bridge program. These students are identified through the middle school counselors. El Camino’s counseling staff calls home and enrolls them in the Summer Bridge program.

The Summer Bridge program curriculum is based on literacy and math skills needed to be successful in 9th grade.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The program is well attended, and the students have an opportunity to front load valuable high school information and literacy skills. We track this sub-group throughout the year by our Intervention Coordinator and call them in if more support is needed.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of two teachers to teach the Summer Bridge Program.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Our stagnant CAASPP data demonstrates the need to improve literacy and math skills. Summer Bridge program is an effective program to front load literacy and make connections with our at-risk incoming 9th graders.

### Action 8

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide diagnostic testing for incoming 9th graders to aid in correct placement consistent with skill and ability level to support differentiation	Provide diagnostic testing for incoming 9th graders to aid in correct placement consistent with skill and ability level to support differentiation	\$1,565	\$2250

Describe the overall implementation of the actions/services to achieve the articulated goal.

Over the summer we utilize NWEA MAP testing for math and English diagnostic exams for initial 9th grade. We use the diagnostic scores in combination transcripts to judge whether a student should be in CP or Honors level.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

In order to improve literacy and numeracy we use this data to also determine if Essential Support classes are needed in their schedule for the upcoming semester. The testing proved to be successful in helping students as well as teachers. Students were scheduled into level appropriate classes and teachers were able to proactively lesson plans for topics that were identified as troublesome from the test results.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of assessing new students included 5 teachers, 6 hours a day at approximately \$75 an hour. This was slightly higher than the original anticipated cost because it took longer this year.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This assessment has shown to be linked to predicting SBAC scores and user friendly to inform instruction in the classroom.

## Action 9

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to improve freshmen orientation process, support, and follow up	Continue to improve freshmen orientation process, support, and follow up	\$6100	\$3600

Describe the overall implementation of the actions/services to achieve the articulated goal.

We changed orientation from the morning to the evening and spread across three nights so that it would be easier for parents to participate. These nights are split up alphabetically and allow for the families to have a more personalized experience. We also

added multimedia capabilities (large screen rental, smart boards, PowerPoint presentations videos).

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

We believe it is more personalized and gives the families an overall impression of all that We have increased the number of clubs/groups that participate. The Parent groups are a more prominent presence at the event. Students can still see their counselor in the morning if there is something wrong with their schedule. By separating the orientation, students are more focused on orientation information.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Less clerical overtime was needed than original anticipated

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

We have rebranded this as Welcome Week (encompassing orientation and seeing your counselor). At the beginning of school students have access to “help” videos (how to open your locker, what to do on the first day of school, how to get around campus). This action step will remain the same, the feedback has been very positive from the incoming new students.

## Action 10

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Re-establish support program for Latino students to include College and Career Readiness training which may include assemblies, field	Established support program for Latino students to include College and Career Readiness training which may include assemblies, field	\$21,711.53	\$24,711.53

trips and guest speakers. Continue the club La Familia.	trips and guest speakers. Continue the club La Familia.		
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Describe the overall implementation of the actions/services to achieve the articulated goal.

The Latinx coordinator had a pull-out day for Seniors during the Spring semester 2020 to provide information and training regarding Community Colleges and the transfer process. The coordinators also meet with parents once a month to provide college and career readiness information.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Although it is too early to review data with regards to this action step implementation, the coordinators believe their relationships with the families have strengthened communication and academic goals for the students.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of this action step includes one period out of the classroom and a \$1500 stipend each semester. Last year a stipend was not included so therefore was not in the anticipated budgeted expenditures.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The Dashboard shows minimal gain in overall A-G data. With only a 4.7% gain over 3 years, there is much work to be done in this area. The percent of Latinos enrolled in one AP class is 20%. This is an area of focus.

## Action 11

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Re-establish support program for African American students to include College and Career Readiness training which may include assemblies, field trips and guest speakers. Continue the club La Familia.	Establish support program for African American students to include College and Career Readiness training which may include assemblies, field trips and guest speakers. Continue the parent group RISE.	\$22,080.91	\$1115.84

Describe the overall implementation of the actions/services to achieve the articulated goal.

The African American coordinator had a pull-out day for Seniors during the Spring semester 2020 to provide information and training regarding Community Colleges and the transfer process. The coordinators also meet with parents once a month to provide college and career readiness information.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Although it is too early to review data with regards to this action step implementation, the coordinators believe their relationships with the families have strengthened communication and academic goals for the students.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

This year the coordinator for this subgroup was filled by a counselor; therefore, no period out of the classroom was needed. Instead of a stipend, the counselor was paid for after school overtime.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

The Dashboard shows minimal gain in overall A-G data. With only a 4.7% gain over 3 years, there is much work to be done in this area. The percent of African Americans enrolled in one AP class is 5%. This is an area of focus.

## Action 12

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue Foster Youth/Homeless outreach to parent/foster guardians and group home agencies with informational meetings, input, communications and relationship building to insure student support. Foster Youth/Homeless Coordinator will work collaboratively with counseling staff to provide AB 167/216/1806 transcript evaluation, course placement, advisement and support.	Continue Foster Youth/Homeless outreach to parent/foster guardians and group home agencies.	\$1500	\$37.00

Describe the overall implementation of the actions/services to achieve the articulated goal.

The Foster Youth/Homeless outreach coordinator provides outreach to parent/foster and group homes with informational meetings, input, communications and relationship building to insure student support. This Coordinator works collaboratively with counseling staff to provide AB 167/216/1806 transcript evaluation, course placement, advisement and support.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.



The overall effectiveness of the action/services seems to vary as the Homeless/Foster Youth Liaison is not always informed immediately when a student’s status changes or when they enroll. Ongoing communication with the admission clerk is key. However, if the information is not immediately provided to the office, this could put a time restriction on the services offered/provided

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Liaison for this position has only asked for training reimbursement.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

No changes

### Action 13

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to utilize Student Success Team (SST) for struggling students	Continue to utilize Student Success Team (SST) for struggling students	0	0

Describe the overall implementation of the actions/services to achieve the articulated goal.

The purpose of an SST meeting is to review a student’s past and present performance, collaborating to identify strategies to help the student be more successful. The team may consist of the following members: parent(s)/guardian(s), the student, school administrator, counselor, teacher(s), school nurse, school psychologist, dean(s), and any others who may be significant in developing a complete picture of the student and his or her needs. SST meetings generally take approximately 30-45 minutes. The student’s counselor is responsible for setting up the meeting and may be the person

who initiated the meeting. Parents, teachers, psychologists, deans, or other stakeholders may also initiate an SST meeting by contacting the counselor. SST meetings have various results. Next steps are discussed in the meeting and implemented as soon as possible. Next steps may include SST accommodations, a 504 plan, schedule adjustments, study tips, tutoring, etc.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

SST meetings are effective in looking into a student's individualized needs, as various stakeholders provide input/data and are involved. The actions and services provided to the struggling student are developed and agreed upon by the team members at the meeting. The actions and services are individualized based on the student's needs. Monitoring these students and their progress is important, as actions and services can be added or changed based on need.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No cost

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This year counselors and administrators have worked together to formalize our SST and 504 processes, ensuring all forms and documentation procedures are in order. We are now utilizing Welligent to document 504 meetings and plans. We need to continue to improve follow-up measures to make sure our actions and services implemented after SST and 504 meetings are resulting in student success.

## Action 14

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
AP Preparation to include skills-based AP Bridge program over the summer	AP Preparation to include skills-based AP Bridge program over the summer	\$6000	\$6000

Describe the overall implementation of the actions/services to achieve the articulated goal.

Three sections of AP Readiness for incoming freshman offered summer 2019 and 2 section of AP Bridge offered for current 9th grade students

AP Readiness objectives for the three-week sessions include:

- ○ Students will be able to make a nuanced argument of a current events issue by synthesizing arguments from multiple sources. ○ Students will be able to write clearly and concisely by utilizing the skills of a precis. ○ Students will be able to develop their own IQ and utilize research skills and tools to present their findings.

AP Bridge focus include:

- ○ Students will be able to write an effective essay ○ Answer multiple choice questions using a stimulus ○ Analyzing textbook text ○ Primary source readings and analysis utilizing 3 Levels of Questioning ○ Student will be able to write clearly and concisely by utilizing the skills of a precis. ○ Students will become familiar with the AP essay formats of a Long Essay and a DBQ (Document Based-Question)

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

In the 2019-2020 academic year, most of the students enrolled in the AP Bridge and Readiness courses will be enrolled in at least one honors or AP course.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of two teachers teaching program in summer school

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

No changes, we would like to continue to expand this opportunity for students and increase underrepresented students in higher leveler core subjects.

### Action 15

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to offer Summer School focused on credit recovery with priority given to FRPM and EL students	Continue to offer Summer School focused on credit recovery with priority given to FRPM and EL students	330,000	June:\$143,622 July: \$185,598 Total: \$329,220.00

Describe the overall implementation of the actions/services to achieve the articulated goal.

1008 students attended summer school 2018. Students received information regarding summer school through their counselor and were able to sign-

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

92% of the students enrolled in summer school passed their class with a D or better, earning 5 credits for each cla

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No difference, budgeted correctly

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Graduation rates have dropped slightly, therefore, Summer School is the best option for credit recovery, no changes are expected

### Action 16

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Refer targeted students to outside support programs.	Refer targeted students to outside support programs.	0	0

Describe the overall implementation of the actions/services to achieve the articulated goal.

Referrals are made through a variety of support staff.

Nurse has referred students and families to the following agencies: • Clinics-Kennedy HS (818) 271-2547 • Telefair (818) 899-6113 • Columbus (818) 702-1270 • Tarzana Treatment (818) 342-5897 • Zelzah (818) 654-1651 • Dr. Rigg (818) 709-5700 (on Saticoy) • Home Schools-CAVA (866) 339-6787 • City of Angels School (323) 655-8946 • Carlson-(818) 509-8759 • Homeless-Healthcity.org • 211/(800) 548-6047 • Family Rescue Center (818) 884-7587 • San Fernando Valley Rescue Center (818) 785-4476 • LA Family Housing (818) 703-0385 • Glasses-Lenscrafters (Hometown Day/Bobbi) (818) 348-7700 • Lookmatic \$88.00 Lookmatic.com • LAUSD vision therapy-Yvette Aparicio yxa2173@lausd.net • Dental Care-oralhealthamerica.org • Pet Team (800) 854-7771 • Poison Control (800) 222-1222

Our counselors and School Psychiatrist utilize the following resources: • National Suicide Prevention Lifeline (800) 273-TALK • Didi Hirsch Suicide Prevention Hotline (877) 727-4747 • Kahn Institute for Self-Injury (323) 547-6356 • Mara Bruckner, MFT (818) 620-5939 • California Family Counseling, Phillips Graduate Institute (Sliding Scale) (818) 386-5615 19900 Plummer St. Chatsworth, CA

91311 • Central Valley Youth & Family Center (818) 908-4990 14550 Sherman Way, Van Nuys, CA 91405 • Counseling West (818) 999-6164 6700 Fallbrook Ave. Suite 207 West Hills, CA 91307 • Darlene Cohn, Ph.D. (310) 209-4995, [www.darlenecohnphd.com](http://www.darlenecohnphd.com) Specialized in Teen Girls 6355 Topanga Canyon Blvd #305 Woodland Hills, CA 91367 • CSUN Community Counseling and Resource Institute (818) 677-2568 • Friends of The Family (818) 988-4430 15350 Sherman Way, Suite 140 Van Nuys, CA 91406 • Christopher Fulton, Ph.D. (818) 595-3000 5016 Parkway Calabasas Suite 220 Calabasas, CA 91302 • Our House (818) 592-4080 Grief Counseling 22030 Clarendon St. Suite 101 Woodland Hills, CA 91367 • Pepperdine University (Sliding Scale) (818) 501-1678 16830 Ventura Blvd, Suite 216 Encino, CA 91436 • Allison Ross, MFT (818) 223-8280 Specialized in Eating Disorders 23123 Ventura Blvd. Woodland Hills, CA 91364 • Stirling Behavioral Health (818) 991-1063 31824 Village Center Road, Suite E Westlake Village, CA 91361 • Matt Markis, D.O., Psychiatrist (818) 921-4300 ext 308 23622 Calabasas Rd Suite 320 Calabasas, CA 91302 • Child and Family Guidance Center (818) 739-5250 9650 Zelzah Ave, Northridge, CA 91325 8550 Balboa Ave, Suite 150, Northridge, CA 91325 • Debra Furie, LMFT (818) 878-0184 Specialized in Teens • Tarzana Treatment Center (888) 777-8565 Locations: Tarzana, Reseda, and Woodland Hills • School Mental Health: <http://achieve.lausd.net/Page/7249>.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Our support staff is available and competent for our students. The outreach resources are effective and give families opportunities outside of school

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No difference

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

A Psychiatric Social Worker (PSW) was hired in May 2019 to expand the resources for our students in crisis three days a week. It will be five days a week in the Fall of 2020, with the possibility of adding a second PSW.

## Action 17

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide alternative school options, incorporating traditional and independent study programs during the traditional day schedule that allow students to make up credits taking into consideration emotional and maturity level of the student	Provide alternative school options, incorporating traditional and independent study programs during the traditional day schedule that allow students to make up credits taking into consideration emotional and maturity level of the student	\$985,586	\$789,665.21

Describe the overall implementation of the actions/services to achieve the articulated goal.

Students who are in need of a non-traditional setting or need credit recovery, are referred from the counseling staff. During the initial conference, the needs of the student are discussed, and a personalized plan is developed. This action step includes a variety of support: credit recovery, Independent Study, and support classes for cores.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Based on course completion/ credits attained, this action is highly effective.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Teachers hired were new and at the bottom of the pay scale.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

In order to meet the needs of an array of students, many non-traditional options should be available. Successful completion of any class outside the traditional program helps with graduation and post graduate pathways. No changes are being considered for this action step.

### Action 18

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Provide support to Latino and African American students taking AP courses, including, but not limited to parent outreach, academic support, and materials.	Provide support to Latino and African American students taking AP courses, including, but not limited to parent outreach, academic support, and materials.	\$5100	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

AP teachers offered 4 hours of after school review with a focus on African American and Latino students

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

All the students enrolled in the teachers' classes attended the study sessions

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Teachers did not claim overtime for working with the under-represented subgroups in AP classes.



Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

In order to increase the number of students in both subgroups, special attention must be given to support the academic rigor and develop a system of success. Although the number of students in both subgroups who enroll in an AP course are low, the percentage of those who enroll and pass with a C or better is very good; 92% for Latinos and 100% for African Americans. We attribute this to the extra support given.

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

## Goal 4

### Build parents’ capacity as partners in supporting and monitoring their child’s education progress

State and/or Local Priorities addressed by this goal:

STATE 1 2 3X 4 X 5 X 6 X 7X 8 X

COE 9 10

## Annual Measurable Outcomes

### Expected Annual Measurable Outcomes

Metrics/Indicator	Baseline	2017-18	2018-19	2019-20
Percent of parents/families logging on to the Aeries system to access student assessment information	46.89% (2016-17)	50% 50% MET	55% 56.8% MET	60% 69.2% MET

<b>% of parents/families in Back-to-School Night</b>	<b>N/A</b>	<b>50%</b> <b>40%</b>  <b>Not Met</b>	<b>55%</b> <b>40%</b>  <b>Not Met</b>	<b>60%</b>
<b>% of parents/families that complete an annual needs assessment and school climate survey</b>	<b>3% (2016)</b>	<b>12% above baseline</b>	<b>22% above baseline</b> <b>6.3%</b> <b>159 responses</b>	<b>32% above baseline</b> <b>14.7%</b> <b>500 responses</b>
<b>% of parents/families agree or strongly agree that, “The school encourages me to participate in parent groups.”</b>	<b>63.95% (2016)</b>	<b>66%</b>	<b>68%</b> <b>58% agree</b> <b>22% neutral</b> <b>Not Met</b>	<b>70%</b>
<b>% of parents/families agree or strongly agree that, “I feel welcome to participate at the school.”</b>	<b>63.09% (2016)</b>	<b>72%</b>	<b>74%</b> <b>58% agree</b> <b>22% neutral</b> <b>Not Met</b> <b>Combined with above goal</b>	<b>76%</b>

<b>% of parents/ families in school governance or advisory forums (e.g. SSC, ELAC, La Familia, The Village Nation (2018 TVN was dropped and RISE is the advisory group), PTSA)</b>	<b>N/A</b>	<b>5%</b>  <b>Not met</b>	<b>8%</b>  <b>MET</b>	<b>12%</b>
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## **Actions / Services**

### **Action 1**

<b>Planned Actions/Services</b>	<b>Actual Actions/Services</b>	<b>Budgeted Expenditures</b>	<b>Estimated Actual Expenditures</b>
Publicize and reinforce the Aeries portal as a tool for parent-teacher communication and information sharing tied to student performance on classroom assessments	Publicize and reinforce the Aeries portal as a tool for parent-teacher communication and information sharing tied to student performance on classroom assessments	\$16,650	\$27,224.50

Describe the overall implementation of the actions/services to achieve the articulated goal.

This action step has been effective in increasing the number of parents utilizing the platform. The percentage of families logging onto Aeries has steadily increased over the last four years. From 2015-16 to 69.2% in 2019-20. For example, setting up Aeries training sessions for groups like Padres Latinos of ECR and Rice have been key aspects of the success. In addition, Padres Latinos translated the instructions for logging in into Aeries to Spanish, thus reaching those parents who are not fluent in English.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

The school has been able to meet the benchmarks they have set. However, some planned actions require more follow up and additional steps to reach the goal of more parent participation. One way to get more parent participation in Aeries could be met by using webinars or tutorials to train those parents who are still struggling. In addition, the school can survey the socially economically disadvantaged parents to find out if they have the knowledge and if they have access to a computer and internet service. ECRCHS can engage this segment of the population by subsidizing or providing free internet service to these families

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Aeries 2019-20

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

Families are key partners in the success of students and ECR will continue to provide platforms and opportunities to increase communication. This action step may include more avenues to increase and reinforce the Aeries portal as a tool for parent-teacher communication.

## Action 2

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Present 2 school wide event that provides workshops on a variety of topics tied to student achievement; encompass student support services, college, curricular, and	Present 2 school wide event that provides workshops on a variety of topics tied to student achievement; encompass student support services, college, curricular, and	\$7,285	\$1470.52

community presentations to inform parents about the various resources available to ensure student success	community presentations to inform parents about the various resources available to ensure student success		
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Describe the overall implementation of the actions/services to achieve the articulated goal.

The school has created several school wide events with the goal of providing academic information on a variety of topics. For example, the two cultural fairs sponsored by Padres Latinos de ECR invited speakers to present topics like the importance of staying informed by logging into Aeries, The A-G requirements, School safety, motivational speakers talking about the college experience and tips to succeed once students have been accepted into the college of their preference.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

In spite of the many opportunities the school has provided, the parent attendance to some of the events has been modest. We believe the school has made substantial efforts to engage parents through school wide events, However, all ECRCHS stakeholders need to become active participants in the road to encourage more parent engagement.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Generally, workshops are held in the Spring semester, With COVID 19 shut down, less were hosted.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

As we continue to increase family engagement at ECR, workshops and weekend events are deemed essential and therefore, there will be no changes in this action step.

### Action 3

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Conduct an annual needs assessment of parent satisfaction, parent education desires, and priorities for school improvement to enable all parents to weigh in on school planning decisions Conduct	Conduct an annual needs assessment of parent satisfaction, parent education desires, and priorities for school improvement to enable all parents to weigh in on school planning decisions Conduct	\$0	\$276.00

Describe the overall implementation of the actions/services to achieve the articulated goal.

The survey was sent out on social media, the newsletter, and placed as a pop up on the website.

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Although the participation percentage is still low, our efforts to increase parent input from families on school performance has increased over the last three years, from 3% in 2016 to 14.7 % in 2020.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Cost of Survey Monkey instead of doing it from Google forms.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

ECRCHS is constantly trying to get valuable information through the yearly needs assessment survey that is made available to parents. The school’s commitment to get the parents vital feedback is key in allocating the necessary funds to every one of our academic programs. In addition, parents’ input also serves as a measure of their needs and concerns regarding a myriad of school

actions and decisions. Moving forward, it is imperative to find alternate ways to get this vital feedback from as many parents as possible, in order to better serve our student population.

### Action 4

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Continue to support parental involvement in various groups such as School Site Council, English Language Advisory Committee, and School Advisory Committee (SAC) Title I	Continue to support parental involvement in various groups such as School Site Council, English Language Advisory Committee, and School Advisory Committee (SAC) Title I	\$350	\$350

Describe the overall implementation of the actions/services to achieve the articulated goal.

We continue to involve parents in the various committees on campus. Currently we have: • Parent groups for the African American families and Latino Families that meet monthly • EL or ELAC • School Site Council • Friends of ECR and PTO

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Our parent involvement has increased over time, although it is still low. There is continuous effort throughout the year to include our families in governance and to participate in improving student achievement. Phone trees are established for personal contact, weekly newsletter is emailed, mass phone calls to announce meetings and opportunities, along with information passed on through our students.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

No difference, money spent on refreshments during after school meetings



Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

No changes, just continuous outreach to our families

### Action 6

Planned Actions/Services	Actual Actions/Services	Budgeted Expenditures	Estimated Actual Expenditures
Use African American and Latino student support programs as key partners to enhance parent/family linkages to school activities, programs, and services	Use African American and Latino student support programs as key partners to enhance parent/family linkages to school activities, programs, and services	\$22,500	\$0

Describe the overall implementation of the actions/services to achieve the articulated goal.

La Familia and RISE are two of our most valuable groups representing two of our minority groups at ECRCHS. Their participation and volunteer work are visible through their constant involvement in school events. Also, the student leaders in these two groups constantly involve their parents in school matters and bring valuable information to their households. This vital information usually flows from the school to the house and vice-versa

Describe the overall effectiveness of the actions/services to achieve the articulated goal as measured by the LEA.

Although the Saturday events have not grossed the amount of families we hoped for, those that participated were very pleased. Monthly meetings are well attended, and new families attend continuously.

Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Overtime for teachers to run weekend events has been accounted for in Goal 3 action step 11, 12.

Reflecting upon the progress of this goal and an analysis of the data provided in the California School Dashboard, describe the relationship of this goal and related metrics and actions with the development of new goals in the 2020–23 LCAP, as applicable.

This action step is vital in connecting with our families and no changes are anticipated.

# Cover Sheet

## Review and Possible Approval of Revision to Fiscal Policies and Procedures

**Section:** IV. School Business  
**Item:** E. Review and Possible Approval of Revision to Fiscal Policies and Procedures  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** ECR Fiscal Policies & Procedures - clean.pdf  
ECR Fiscal Policies & Procedures - redlined.pdf



# EL CAMINO REAL ALLIANCE

## FISCAL POLICIES AND PROCEDURES HANDBOOK

**Revision Board Approved: May 28, 2020**  
**Effective: May 28, 2020**

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## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **OVERVIEW**

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

1. The Board holds ultimate authority over all fiscal matters. The Executive Director and/or Chief Business Officer (“CBO”) of El Camino Real Charter High School (“ECRCHS” or the “Charter School”) shall report to the Board and, in particular, the Board Chair regarding all fiscal matters.
2. The Board oversees the administration of the fiscal policies and procedures and delegates administration of the policies and procedures to the CBO.
3. ECRA may commission a Back-office Services Provider (e.g., ICON School Management). If ECRA does so elect to utilize a Back-office Services Provider, the Back-office Services provider will report to both the administration and the Board. The financial compilations presented to the Board will be compiled by the Back-office Services Provider, and may also include input from ECRA staff.
4. The CBO has responsibility for all business operations.
5. The Chief Compliance Officer (“CCO”) will work with the Executive Director and the CBO and Business Office staff to enforce the FPP.
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 documentation related to financial matters must be completed by computer, word processor, typewriter, or ink.
8. The Board will commission an annual financial audit by an independent third party auditor who will report directly to the Board. The 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 Board and be in compliance with GAAP and/or related laws and regulations.
9. The Board may appoint someone else to perform the CBO's responsibilities in the case of absence.

**As used in the FPP, the term “Authorizing Personnel” includes: Executive Director, CBO, Assistant Principals, and Board Chair or Vice Chair.**

## **ECRAA/ECRCHS FISCAL 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., ICON School Management) ensures segregation of duties and fiscal compliance; and
4. Board of Directors.

In addition, ECRA/ECRCHS 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 presentations;
4. Posts major Board approved financial documents on ECRA's website, including Approved Budget, Interim Reports, and Annual Audit; and
5. Has written policies identifying its investment policies and strategies. The written policies, titled Investment Policy Statement ("IPS"), applies to both the retirement healthcare benefits trust and the general account, and are reviewed and adopted by the Board (including any revisions or amendments thereto). The IPS identifies that all investments with ECRA assets should be reasonably and prudently invested, and also notes the scope and types of permitted investments in which the School may engage as well as guidelines for the composition of the investment portfolio. The IPS for both the lifetime healthcare benefits trust and the School's general account shall be posted on the School's website.

### **Annual Financial Audit**

1. ECRA will select an independent auditor to conduct an independent audit of ECRA's finances. The independent auditor will be selected by the Board at or before the March Board meeting in those years when a new auditor is to be selected. The Board will appoint an Audit Committee no later than the January board meeting for those years when an auditor is to be selected.
2. Audit Committee members, like all ECRA Directors, must be fiscally independent of ECRA.



## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

3. The CBO and other necessary staff will assist Audit Committee members.
4. ECRA will select a new auditor at least every three (3) years; however, the same auditing firm may be retained as long as a different auditor within that firm is retained.
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; and
  - c. An audit of the internal control practices.

### **Key Personnel Financial Responsibilities**

#### Approve Contracts

- Executive Director
- CBO
- Board

#### Approve Purchases for Payment – Including Purchase Orders and Reimbursement Requests

- Executive Director
- CBO
- Program Director
- Program Manager

#### Check Signers

- Executive Director
- CBO
- Two Designated 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
- CBO – Authorizing, Reporting and Analysis, Compliance
- Chief Compliance Officer – Compliance
- Back-office Services Provider - Recording, Reconciling and Reporting
- Program Director – Purchase Approver, Reviewing Budgets

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

- Accounting Manager/Controller - Authorizing and Reconciling (of cash receipts, bank accounts)
- Program Managers – Purchase Approver, Reviewing
- Analysts - Recording and Analysis
- Accountants - Recording, Purchasing and Custody

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **Financial Instruments**

#### Debit Cards

- Use is not permitted.

#### Credit and Charge Cards

- Only one general card account in the name of ECRA is authorized by the Board. There are two cards that are issued in the name of the CBO and the Executive Director. The cards are kept in the possession of the Executive Director and the CBO.
- 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 Signing Authority

- Board-approved personnel, as noted above under Key Personnel Financial Responsibilities; specifically, the Executive Director, CBO, and two designated Assistant Principals.
- Check signing authority will be given to the Executive Director and the CBO and two designated Assistant Principals.
- Checks may not be written to cash, bearer, or petty cash.
- Under no circumstance will any individual sign a blank check.
- Individual staff members who process vendor payments and/or payroll, write checks, or perform any other tasks associated with cash transactions cannot be a check signer.
- A formal list of those authorized as check signers should be prepared, and the Board will approve all check signers.
- The CBO or Director or Manager of Accounting and Finance or designee will ensure that the Charter School’s bank is notified whenever authorized signatories are changed.
- Approved check signors should never sign a check made out to themselves (e.g., check for reimbursement).

#### Check Stock

- Held in student store.

### **Prohibition on Purchase of Alcohol and Marijuana**

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

**ECRAA/ECRCHS  
FISCAL POLICIES AND PROCEDURES**

- Charter School, state, and federal funds may never be used for the purchase of marijuana, or marijuana-related products or paraphernalia.

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **PAYMENT / REIMBURSEMENT POLICIES**

ECRA employees must receive pre-approval for all purchases for goods and/or services. Pre-approvals can be received through the Charter School's Approved ERP system (e.g. Netsuite) to which 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:

- 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.
- 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.
- 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 such work itself, or from making costly mistakes.
- All purchases must have a legitimate business purpose and must be for the benefit of and use by the Charter School. Purchases for personal use are strictly prohibited.
- Staff must avoid conflicts of interests at all times. A conflict of interest arises when an employee, officer, agent, or any member of their immediate family, a partner, or an organization that employs or is about to employ any immediate family member, has a financial or other interest in, or would gain a tangible personal benefit from, a firm considered for a contract. Should a potential conflict of interest arise or exist, staff must disclose the conflict, in writing, to the Executive Director and the CBO.

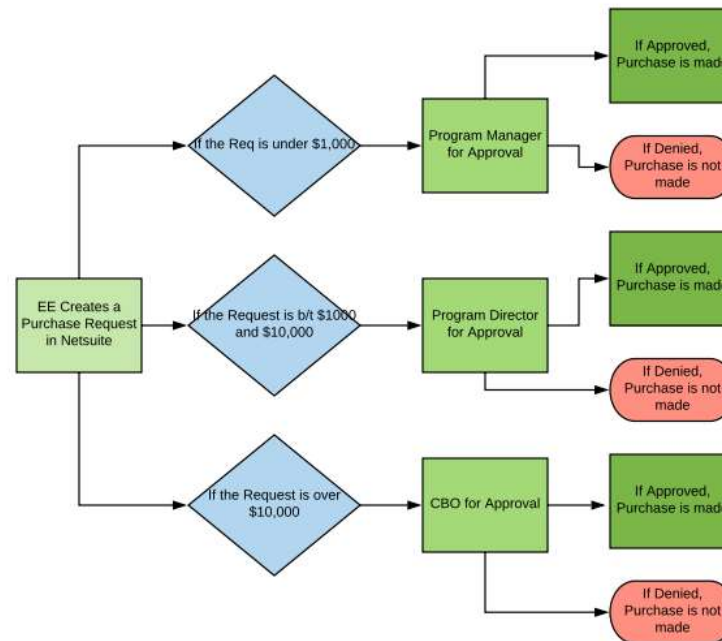
Failure to comply with the policies and procedures as described herein, may result in a delay in reimbursement being paid to the employee or, in some instances, a denial of a reimbursement request in whole or in part.

## ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES

### Purchasing Flow Charts

#### Regular Purchases

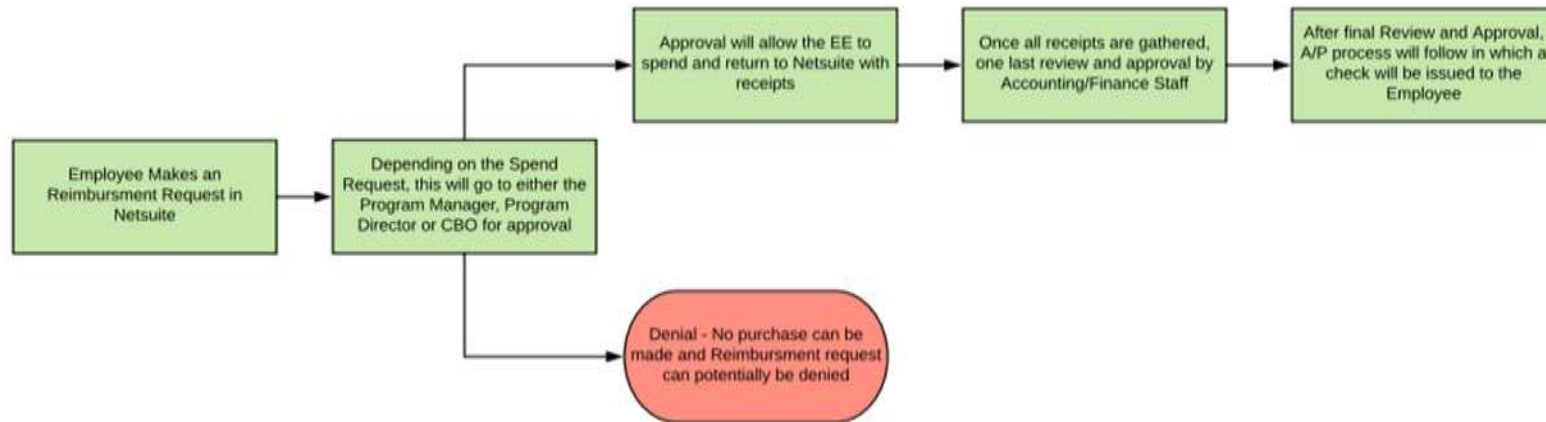
- Purchases done through Netsuite involve different approvers depending on the spend amount.
  - Under \$1,000, these will go to a Program Manager for approval.
  - Spend requests between \$1,000 and \$10,000 will go to Program Directors.
  - Anything over \$10,000 will go directly to the CBO for approval.
  - Requests over \$50,000 will be brought before the Board for approval.



## ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES

Reimbursement Requests or Expense Requests are subject to approval. All Reimbursement requests must have pre-approval.

- These requests submitted in Netsuite involve different approvers depending on the spend amount requested.
  - Under \$1,000, these will go to a Program Manager for approval.
  - Spend requests between \$1,000 and \$10,000 will go to Program Directors.
  - Requests over \$10,000 will go directly to the CBO for approval.
  - After approval, employee may make the purchase.
  - Employee will go back into the system to request final approval of their expenditures.
  - Final approval is given by CBO after review by accounting staff.



Purchases w/o Approved Purchase Orders, Reimbursement Requests or Travel Reimbursement Requests.

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

### **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 is no recourse for lost receipts. 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 Director/Manager/Controller or designee shall be responsible for enforcing this policy.

### **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**

This policy is to ensure that individuals who incur valid business expenses are reimbursed in a fair and equitable manner, that business expenses are properly recorded, reconciled, and reimbursed in a consistent manner, and that ECRA complies with all applicable federal, state and local rules and regulations.

Reimbursement expenses should be dedicated for those occasions when other procurement methods (e.g. Purchase Order, Purchase Request) are not a viable option.



Employees may be reimbursed for purchases made with personal funds for goods and/or services in special circumstances where items are needed immediately and/or with short notice and the purchase of such items by staff may be unavoidable.

Every effort should be made to purchase goods and/or services through established ECR purchasing vendors.

An individual employee can be reimbursed for expenses up to a maximum of \$5,000 per school (fiscal) year. If an employee should need to exceed the \$5,000 per school (fiscal) year maximum, prior approval from the Executive Director and CBO is required.

1. Employees will be reimbursed for expenditures within fifteen (15) days after the submission of all required 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 such as email confirmations may be accepted as a receipt.
2. Employees must submit all expense reports before June 30<sup>th</sup> of the school (fiscal) year in which the expenditure was made to the Business Office.
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 an Expense Report 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.

A copy of the Expense Request Form is attached as Appendix III. A copy of the Purchase Request Form is attached as Appendix IV.

5. The employee must sign expense report to certify the expenditures.
6. Authorizing personnel must sign expense report for reimbursement.
7. The Business Office will email a copy of the Executive Director's expense report to the Board Chair when processed for payment. For expense reports greater than \$300 in single month, the Board Chair and one other Board member, or Board Vice Chair and one other Board member, must approve.

## 8. **Non-reimbursable Expenses**

Some expenses are not considered valid business expenses, yet may be incurred for the convenience of the traveling individual. Because these are not expenses for the Charter School, they are not reimbursable. Examples of non-reimbursable expenses include, but are not limited to, the following:

- a. Alcohol
- b. Tobacco and all nicotine-related products
- c. Marijuana
- d. Theft or loss of personal property
- e. Parking or traffic tickets or car towing if illegally parked
- f. Airline travel insurance
- g. Airport lounge clubs
- h. Dry cleaning
- i. Movies or personal entertainment
- j. Books, magazines or newspapers (unless specific to education or the employee's job)
- k. Doctor bills, prescriptions, or other medical services
- l. Health club membership, even if for one day or short-term use
- m. Babysitter or pet care fees

### **Reimbursements – Digital Payments**

The use of digital payments, such as ‘Apple Pay’ or Venmo (or similar) are not a preferred method of payment and should be used only when other forms of payment such as check, ACH transfer, or ECRCHS credit card are unavailable.

When an employee seeks reimbursement for an allowable reimbursement expense paid with their personal ‘Apple Pay’ or Venmo (or similar), the requestor must include a copy of their bank/card statement showing the amount paid. The proof of payment must be attached to the reimbursement request.

Purchases made via digital payment are subject to the same criteria and requirements as all other purchases.

1. Employee shall submit, prior to the purchase being made, for each digital payment transaction, a signed copy of the appropriate purchasing form substantiating:
  - a. Who the expenditure is for;
  - b. What the expenditure is for;
  - c. Where the expenditure is made;
  - d. Why the expenditure is made; and
  - e. When the expenditure is made.

### **Personal Use of School Items**

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

1. Employees will avoid the personal use of ECRA owned items without prior approval from a supervisor.
2. Employees will reimburse the Charter School for all ECRA-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**

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:

1. \$50/semester limit for non-classroom staff
2. \$100/semester limit for classroom staff

Note, for higher thresholds, teachers/staff must submit a purchase requisition in the Approved ERP software system. As outlined in the 2<sup>nd</sup> 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, Non-capitalized 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. Itemized and detailed receipt(s);
  - c. Number of individuals in the party; and
  - d. Names of all attendees or a sign-in sheet.

3. On professional development, non-school days, ECRA 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 Executive Director, CBO or Assistant Principal through the Netsuite system.

### **Mileage**

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:

1. Home to/from school is not reimbursable.
2. Home to/from school event/meeting is partially reimbursable.
  - a. 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.
  - b. School to/from school event/meeting is 100% reimbursable.
  - c. 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**

The following travel policy is designed to provide guidelines and best practices when making travel arrangements, advances, and reimbursements.

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 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. All expenses must be pre-approved prior to travel for an event or meeting through the Approved ERP software 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. Unless charter school administrators consider something an emergency, it is encouraged that travel arrangements should be made at least 15 days in advance to obtain better pricing.
4. ECRA does not allow daily per diem rates.
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 for documented school-related travel. It is incumbent on all ECRA employees, when arranging school related air travel, to seek the most reasonable and logical airfare 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 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. ECRA’s policy is a reflection of the FCMAT Best Practices Manual as it applies to ECRA.

g. The Board 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 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 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 ECRCHS employees for hotels over \$200/night.

iv. Employees must provide an itemized receipt from the hotel that details all charges and dates, and clearly indicates for whom the lodging was provided.

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. The applicable GSA rates can be found at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.

- 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 Board 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.
9. Documents should include any itemized receipts for parking, tolls, car rentals, taxis, food and other expenditures related to the travel for which the employee obtained prior approval
10. Excessive and unreasonable costs, such as valet parking, in-room telephone, and food from the honor bar in hotel rooms, shall not be reimbursed. Payment for internet service will only be reimbursed if preapproved by an administrator, and then only if deemed necessary for work.

### **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 completed expense report will be submitted to the Business Office for review and initial approval. Once approved by the Business Office, the completed expense report will follow the same workflow as other Purchase Orders. The approved expense report will then be submitted to the Business Office for payment.

### **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 Teacher Inductions courses are being completed elsewhere.
2. Upon completion of Teacher Induction coursework, 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. Only one general card account in the name of ECRA is authorized by the Board. There are two cards that are issued in the name of the CBO and the Executive Director. These credit cards will be kept in the custody of the CBO and Executive Director.
2. The Executive Director's and CBO's credit or card privileges may be revoked by the Board.
3. Purchases made using a credit card are subject to the same criteria and requirements as all other purchases.
4. Prior to issuance of a credit card to an employee, the employee shall review and sign the "Credit Card Responsible Use Form." (Appendix II.)
5. All cardholders should report the loss or theft of the school credit card immediately to the credit card company and the CBO, even if the loss or theft occurs on a weekend or holiday. If a credit card is stolen, the cardholder should file a police report, and a copy of the report should be maintained for insurance purposes.

6. 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 June 1, 2018:

- a. Home Depot for Woodshop and Drama
- b. Smart and Final for Family and Consumer Studies
- c. American Express
- d. Visa/Mastercard (pending Board approval)

7. The Board shall review a list of all credit card Charter School-authorized users and associated expenditures monthly.

8. Cardholders should be made personally liable for all inappropriate charges and personally responsible for settling any dispute over any purchase from a vendor.

9. Any charter school credit card holder may have their card revoked for violation of the preapproval process if it is determined there was enough time to request and receive approval for a purchase order using normal purchasing procedures.

10. 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, \$500 for Home Depot, and \$1,000 for Smart and Final). The Charter School-authorized user shall be responsible for verifying that limits are not exceeded.

11. 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.

12. Threshold amounts include: \$.99 (online subscriptions).

13. 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.

14. Credit card points accrued by ECRA employees using ECRA'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.

15. Personal use of the school's credit card is prohibited. Credit cards shall not be used for personal expenses, gift cards, equipment, communication devices, institutional memberships, or computer software or hardware. Cardholders shall not make personal use of a credit or debit card, assign to someone else the use of a credit or debit card, or pay for another employee's or person's expenses with the credit card.

State laws prevent the unauthorized loaning and/or misappropriation of public funds. Accidental personal use of ECRA'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.

16. 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.

17. If the Business Office identifies any inadvertent personal charges or unauthorized uses of the card, the card statement and all backup documentation will be forwarded to the Executive Director, CBO, and/or CCO for review. The Executive Director, CBO, and/or CCO will discuss with the cardholder any charges of concern, and the cardholder will be required to reimburse the school immediately for any inadvertent personal charges or unauthorized charges. The Executive Director, CBO, and/or CCO will determine whether to revoke the cardholder's credit privileges and whether any disciplinary actions will be taken.

18. 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.

## ACCOUNTING

### Key Accounting Thresholds

1. Checks over \$10,000 require two approvers/signatures.
  - a. Note, credit card transactions over \$10,000 do not require two signers since paying the monthly statement will require two check approvers/signatures.
2. Non-budgeted contracts that exceed (or are likely to exceed) \$50,000 during a calendar year or which last beyond an academic year require 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. 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:
  - An invoice or estimate prepared by the vendor, but which has not yet been processed for sale by the vendor.
  - 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. The Business Office 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 Business Office will forward the purchase requisition to the authorized supervisors (e.g. department head and authorizing administrator). The authorized supervisors must:
  - Determine if the expenditure is allowable under the appropriate revenue source.
  - 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.
  - 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 cost<sup>1</sup> for comparable goods or services. If the purchase does not represent the lowest cost option, a business purpose must be provided.

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 Approved ERP software (Netsuite).

If a vendor is a sole proprietor or a partnership, a valid W-9 form (or foreign equivalent) must be submitted prior to payment. Employee requesting a vendor or vendors, must submit a vendor information form.

8. The name of the vendor/business must reflect the same name and address as will appear on invoices submitted. Please include DBA ('doing business as'), if applicable.

All vendors must submit their Taxpayer Identification Number (TIN), commonly known as Employer Identification Number (EIN) / Federal Tax ID, Social Security Number (SSN), or foreign equivalent for those vendors who are conducting business as individuals.

9. The Board approved credit card holders may authorize an individual to use the school credit card to make an authorized purchase on behalf of the Charter School, consistent with guidance provided by the FPP.
  - a. The Charter School Credit Cards are in the custody of the CBO and Executive Director. Any authorized person who uses this card must return it within three (3) hours of use, unless authorized otherwise by the card holder.
  - b. The other 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).

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

## **Petty Cash**

ECRCHS will maintain a petty cash account for small and emergency purchases, generally costing \$100 or less. When presented with a request for petty cash, the petty cash custodian should verify whether the item to be purchased is available in the organization's stock of supplies. If it is, the petty cash reimbursement is unnecessary; if it is not, the custodian can initiate a petty cash disbursement by doing the following:

1. The Business Office 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 select Business Office personnel will have access to the petty cash box.
4. All disbursements will require a completed and signed petty cash request form, as well as a register receipt for all purchases.
5. The Business Office will ensure 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 Business Office within 48 hours of withdrawing the petty cash.
7. When expenditures total \$300 (when cash balance is reduced to \$200), the Business Office 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 Business Office.
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 CBO.
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.

## **Cash Boxes**

Currently the school has five (5) portable cash boxes which are controlled by the Business Office and used to collect money at fundraising activities, ticket sales and other events or activities.

Individuals who collect cash for fundraisers and activities for which a cash box is issued collect the cash and recorded the total on a cash count form. Two individuals will count the cash together, and both will sign and date the cash count form and remit the funds to the Business Office.

Every effort is made to turn in the cash the same day as fundraiser or activity. Any funds collected but not turned in to the Business Office for the final counting and deposit to the bank should never be taken home or left in any unprotected environment. When the principal or the Business Office receives the cash box funds, the funds will be counted again by a Business Office staff member and another witness. Each will sign the cash count form as verification of their confirmation. The cash and the verified cash count form will be placed in and secured in a locked, fireproof safe until the cash is deposited.

No funds will be left in the cash box.

### **Alternative Payment Methods – Third-Party Processors**

Third-Party Processor – A third-party processor is a company that can accept payments over the internet on behalf of an individual or another merchant (i.e., PayPal).

The use of third-party processors such as PayPal (or similar) is not a preferred method of payment and should be used only when a merchant will not accept a check, ACH transfer, or ECRA credit card. Purchases made via a third-party processor are subject to the same criteria and requirements as all other purchases. Employee shall submit, prior to the purchase being made, for each third-party purchase made, a signed copy of the appropriate purchasing form substantiating:

- a. Who the expenditure is for;
- b. What the expenditure is for;
- c. Where the expenditure is made;
- d. Why the expenditure is made; and
- e. When the expenditure is made.

The use of third-party processors is not intended to avoid or bypass appropriate purchasing or payment procedures.

Payments made to service providers via a third-party processor are subject to the same criteria and requirements as all other contracts. A third-party processor may not be used for payments to an individual for services.

Personal third-party processor accounts should not be used to transact ECRA business.

When using a third-party processor, employees will make purchase requisitions in 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.

Third-party processors often do not include detailed information about the item(s) purchased. In the event this occurs, a copy of the web page that identifies the item(s) purchased and the web receipt from the third-party processor must be included in the ERP record.

Third-party processor payments will be made by the Business Office after all required documents are submitted and approvals obtained. The Business Office will use a dedicated ECRA account, such as PayPal, to make purchases.

Any email address linked to a third-party processing account must be a valid ECRA email address.

### **Contracts**

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

- Authorizing Personnel

The 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.
- 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 Business Office 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.

ECR will maintain a copy of all signed contracts, regardless of the amount or duration.

Written contracts clearly defining the 'Scope of Work' (SOW) to be performed will be maintained for all contract service providers (i.e. consultants, independent contractors, subcontractors).



A SOW must be submitted by the consultant, independent contractor, or subcontractor and reviewed by the Executive Director and the CBO prior to the commencement of services.

The elements of a SOW can vary with the objective, complexity, size, and nature of the work to be performed. A SOW should be drafted in clear, simple, and concise statements. There should never be a question as to what work is to be completed, or what the contractor is obligated to do.

To the fullest extent possible, a SOW should include the following:

- (a) A general statement of the scope or extent of the work to be performed.
- (b) The period of performance of the work.
- (c) The site location of the work to be performed.
- (d) Reference documents, procedures, or specifications governing the work to be performed.
- (e) The specific work requirements:
  - (i) A detailed statement of the purpose, objective or goals to be undertaken by the vendor.
  - (ii) The job classification or approximate skill level of the personnel to be made available by the vendor.
  - (iii) An identification of all significant data deliverables and material to be developed by the vendor and delivered to the school.
  - (iv) An identification of all significant data or materials to be delivered by the to the school to the contractor.
  - (v) An estimated time schedule for the provisioning of these services by the vendor.
  - (vi) Completion and Acceptance criteria for the work to be performed.
  - (vii) Management or administrative requirements of the work.
  - (viii) Compliance or Progress Reporting requirements.
  - (ix) Completion or Close-out requirements.

Requirements should be clearly stated to easily determine compliance to the contract. All requirements should be described in sufficient detail to assure clarity.

#### Deliverables / Data / Proprietary Rights

It is important to include where applicable data or proprietary rights will be stored. For example: “Contractor in performance of its duties described within the scope of services agreed upon between the school or office and the contractor, acknowledges that the school holds all exclusive and proprietary rights to the deliverables produced under the referenced agreement (contract or purchase order). i.e., photographs taken as part of the scope of work; programs, software, lines of code written for a specific development project; intellectual properties developed as a part of a school paid/funded contract or project; documents written as a deliverable under an agreed upon project; etc.” “Contractor acknowledges that the school has exclusive and unlimited rights to such deliverables, which the contractor shall not have any rights to use, reuse, sell, resell, re-engineer, reverse engineer, provide to others, or maintains copies for work or archival purposes. Upon completion of the contract

and within thirty (30) days from acceptance of final deliverables by the school, contractor shall provide written certification that it has purged and destroyed all copies of the deliverables (hard and electronic copies) from their possession, including subcontractors and those affiliated with the performance of duties under the agreement.”

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.

4. If the contract service provider is a sole proprietor or a partnership (including limited partnerships or limited liability partnerships), the Business Office must obtain or receive a W-9 (or foreign equivalent) from the contract service provider prior to submitting any requests for payment.

5. The Executive Director or CBO will approve proposed contracts and modifications in writing.

6. Contract service providers will be paid in accordance with approved contracts as work is performed.

7. The CBO and Executive Director will be responsible for ensuring the terms of the contracts are fulfilled.

8. Potential conflicts of interest will be disclosed upfront, and the Executive Director, CBO, Assistant Principal(s) and/or Member(s) of the 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.

9. ECRA may not recognize “After the Fact” contracts which occur when a contractor is authorized to commence services or ship products prior to a valid, fully executed contract or Purchase Order having been submitted and approved prior to commencement of the work or products being purchased.

10. Contractors who provide services or goods without a fully executed contract or Purchase Order may not be paid.

11. Splitting contracts to avoid a stated accounting threshold is strictly prohibited. According to the California Public Contract Code, “It shall be unlawful to split or separate into smaller work orders or projects any work, project, service, or purchase for the purpose of evading the provisions of this article requiring contracting after competitive bidding.”

12. An employee cannot issue multiple contract requests (or low-dollar Purchase Orders) for smaller sections of the total requirement to avoid going thru the competitive process, or to avoid obtaining the required approvals.

### **Donations and Fundraising**

ECRCHS may receive donations of cash, supplies or equipment. Donations will be reported to the Board. Donations are for the exclusive use of the school, and may not be used to influence any person or decision made at the school.

A donor can choose to state a specific purpose for which the funds (or other) are being donated. If a donation is given for a specifically stated purpose, the donated funds may be used only for that purpose. When supplies or equipment are purchased using donated funds, the supplies or equipment become the property of the charter school. All equipment and supplies purchased by a donor for the school must be shipped to the charter school's address. The donor's address may not be used for purchases made for the charter school using donated funds.

### **Supplies**

All supplies purchased by the school should be tracked sufficiently to help prevent theft, spoilage, over- or under-stocking, and obsolescence. For example, obsolescence can occur when an organization purchases toner cartridges but replaces the laser printers before the cartridges are used and cannot use the cartridges in the new laser printers.

Supplies include educational and office supplies and cleaning and maintenance supplies. Educational supplies may include textbooks and laptops checked out to students. Supplies should be safeguarded in a secure area and inventoried. The cost value of the supplies should be adjusted in the accounting records at the end of each fiscal year.

### **Professional Development**

Professional development can improve employees' performance in their present positions and help them obtain skills, knowledge, and abilities that may improve their opportunities for advancement within the organization. Professional development should be preapproved by the administration and by the Executive Director and the Business Office to ensure adequate funding exists.

Professional development opportunities include seminars, educational courses and degree programs that will help an employee perform their essential job functions and increase the employee's contribution to the charter school. Other professional development expenses that can be reimbursed under this policy are membership fees to professional organizations; registration fees for meetings, conferences, workshops and seminars; and fees and subscriptions for scholarly journals, books, and computer-based resources.

Employees must submit documentation of the completion of any professional development within 10 days after receiving the documentation. Failure to do so may result in the employee being required to reimburse the school for the costs of the training or coursework.

## **ACCOUNTS PAYABLE**

### **Bank Check Authorization**

1. All original, itemized invoices will immediately be forwarded to the Business Office 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. The Business Office 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 Business Office will verify with the employee that goods have been received.
3. Once approved by the Authorizing Personnel, the Business Office 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 Supplier Invoice for approval/validation by the Authorizing Personnel for payment.
4. The student store personnel will prepare the checks from the approved Supplier Invoice and send a report to the Back-office Services Provider for the bank reconciliation.
5. Payment of all invoices should, whenever possible, be made in a timely manner to avoid the imposition of late fees or other penalties by the vendor.

### **Bank Checks**

1. The 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 Board, may sign bank checks within established limitations.
2. The 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 Business Office.
5. Once approved by the Authorizing Personnel, the Business Office processes the check for signatures.
  - 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. The Business Office will record the check transaction(s) into the approved ERP software (Netsuite) system.
7. Business Office personnel 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 the Business Office;
  - c. Cancelled Checks – Report is submitted to 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 Services Provider.
2. Back-office Services Provider 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 Services Provider will prepare the bank reconciliation, verifying the bank statements and facilitating any necessary reconciliation.
4. Back-office Services Provider 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 CBO.

### **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.
2. Accounting personnel will access the school's account on the card issuer's website and register for electronic statements using an ECRCHS 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 CBO and Executive Director will review the list and follow the procedure under “Employee Receipts/Substantiation.”

## ACCOUNTS RECEIVABLE

Documentation will be maintained for accounts receivable and forwarded to the Back-office Services Provider.

Accounts receivable will be recorded by the Back-office Services Provider 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 Business Office will record the transaction in the approved ERP software (Netsuite) 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 Business Office, who will immediately put the funds in a secure, locked location.
  - c. The Business Office and either the Event Coordinator, 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. Verification of the cash/check amounts collected and held in the safe must always be done under dual custody, one of which will always be a member of the Business Office, 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 the classroom will collect all forms, payments, etc. 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.

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 Services Provider.

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 Business Office 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 Services Provider.

### **Returned Checks and Improper Checks**

The school will attempt to deposit returned checks a second time; if the check does not clear on the second attempt, the payment will be returned to the vendor. ECRCHS will notify its Back-office Services Provider so that the general ledger account to which it was applied adjusted.

The school will not cash personal checks.

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 the 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 Board.

## **PAYROLL**

### **Personnel Information**

1. The business personnel will maintain all employee information in ECRA's approved ERP software (Netsuite) system.
2. An employee's hiring is not effective until the candidate has:
  - a. Completed the employment application
  - b. Passed a TB Test
  - c. Passed the LIVESCAN background check
  - d. Submitted a form W-4
  - e. Completed an I-9.
3. An employee's hiring date is the first day the employee works, not when s/he has been offered the position.
4. The Human Resource Staff will maintain a position control list and notify the Executive Director, CBO, and CCO 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.

### **Electronic Timesheets**

1. All employees will be responsible for clocking in and out, including (as appropriate) clocking in and out for meal breaks, using the School-provided electronic timekeeping system. All employees will also complete all forms (such as the Absence Form) identifying all missed work periods, including for vacation or sick leave; such forms must be signed by the employee and the appropriate supervisor.
2. All forms will be submitted to the Payroll Staff by the payroll period deadline designated by the Back-office Services Provider.
3. Incomplete forms will be returned to the signatory supervisor and late forms 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 any absence forms (such as when an employee misses work due to illness), the employee is responsible for notifying the signatory supervisor or for making other arrangements for any forms to be submitted. However, the employee must still complete and submit all necessary forms upon return.

### **Overtime**

1. All employees must seek pre-approval of unscheduled time (e.g., overtime) from their authorized supervisor in the Charter School's payroll system (i.e., Paycom).

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 CBO for further guidance.

### **Payroll Processing**

1. Hourly employees must electronically approve their time records to verify appropriate hours worked, resolve absences and compensations, and monitor number of hours worked versus budgeted. No overtime hours should be listed without proper authorization or explanations as to why they occurred. The signatory supervisor will submit a summary report of time and attendance records. The Business Office and Payroll Service provider will verify all records for accuracy.

2. Salaried employees must sign in and out using the time clock system 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 Business Office and Payroll Service provider will process all authorizations for approved stipends and the hourly or daily rate.

4. Back-office Services Provider will prepare the payroll worksheet for review and approval by the Accounting Manager/Accounting Director/Controller before final submission into the payroll system. These payroll hours are exported by designated payroll staff, in the form of a report out of the Time and Attendance Software used to track hours.

5. The payroll checks (if applicable) will be printed by the Charter School. The Business Office will document each printed check and review the payroll checks prior to distribution.

6. The Payroll Staff and the Business Office will ensure that payroll is made in a timely manner, in accordance with appropriate Labor Code provisions.

### **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 CBO or Executive Director, and submit the forms to the respective agencies.

### **Record Keeping**

Designated Payroll Staff will maintain records in the Time and Attendance Software of all employees' use of sick leave, vacation pay, and any other unpaid time and collect signed and approved paperwork for back-up documentation.

- a. Payroll Staff 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.

## **FINANCE/RESERVES/INSURANCE/LIABILITIES/ASSETS**

### **Financial Reporting**

1. In consultation with the CBO and Finance Committee, Back-office Services Provider will prepare the annual financial budget for approval by the Board.
2. Back-office Services Provider will submit a monthly balance sheet and monthly revenue and expense summaries to the CBO, 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 CBO and/or the Board with additional financial reports, as needed.

### **Financial Institutions**

1. All funds will be maintained at high quality financial institution(s).
2. Physical evidence will be maintained on-site for all financial institution transactions.

### **Loans**

1. Any and all loans from third parties must be approved by the Executive Director, CBO, and the Board prior to execution of any loan documents or any other documentation which bind or obligate ECRA. 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.

### **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.

### **Cash Balance Reserve**

1. The following minimum cash balance reserve must be maintained:
  - a. Economic Uncertainties - At least 5% of the total unrestricted General Funds.
  - b. LAUSD Insurance Deductible - \$1,000,000.
  - c. Retiree Benefits: ECRA is setting aside funds to meet its projected unfunded liability.
2. Back-office Services Provider will provide the CBO with balance sheets on a monthly basis. It is the responsibility of the CBO and the Board to understand the Charter School's cash situation. It is the responsibility of the Authorizing Personnel to prioritize payments as needed. The CBO will have responsibility for all operations and activities related to financial management.

### **Insurance**

1. Back-office Services Provider will work with the CBO and CCO to ensure that appropriate insurance is maintained at all times with high quality insurance providers.
2. The Business Staff and the CCO will maintain the files of insurance policies, certificates of insurance, insurance policies and procedures, and related claim forms.
3. The CCO, CBO, 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. The Business Office 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 in an accidental manner), the student's parent or guardian is responsible.
  - b. If a parent or other visitor causes damage, that individual is responsible for the damage.
  - 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 ACKNOWLEDGMENT**



### 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.
- 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

**APPENDIX III – EXPENSE REQUEST FORM**

**APPENDIX IV – PURCHASE REQUEST FORM**



# EL CAMINO REAL ALLIANCE

## FISCAL POLICIES AND PROCEDURES HANDBOOK

Revision Board Approved: ~~May 28, 2020~~~~November 19, 2019~~  
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## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **OVERVIEW**

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

1. The Board holds ultimate authority over all fiscal matters. The Executive Director and/or Chief Business Officer (“CBO”) of El Camino Real Charter High School (“ECRCHS” or the “Charter School”) shall report to the Board and, in particular, the Board Chair regarding all fiscal matters.
2. The Board oversees the administration of the fiscal policies and procedures and delegates administration of the policies and procedures to the CBO.
3. ECRA may commission a Back-office Services Provider (e.g., ICON School Management). If ECRA does so elect to utilize a Back-office Services Provider, the Back-office Services provider will report to both the administration and the Board. The financial compilations presented to the Board will be compiled by the Back-office Services Provider, and may also include input from ECRA staff.
4. The CBO has responsibility for all business operations.
5. The Chief Compliance Officer (“CCO”) will work with the Executive Director and the CBO and Business Office staff to enforce the FPP.
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 documentation related to financial matters must be completed by computer, word processor, typewriter, or ink.
8. The Board will commission an annual financial audit by an independent third party auditor who will report directly to the Board. The 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 Board and be in compliance with GAAP and/or related laws and regulations.
9. The Board may appoint someone else to perform the CBO's responsibilities in the case of absence.

**As used in the FPP, the term “Authorizing Personnel” includes: Executive Director, CBO, Assistant Principals, and Board Chair or Vice Chair.**

## **ECRAA/ECRCHS FISCAL 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., ICON School Management) ensures segregation of duties and fiscal compliance; and
4. Board of Directors.

In addition, ECRA/ECRCHS 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 presentations; ~~and~~
4. Posts major Board approved financial documents on ECRA's website, including Approved Budget, Interim Reports, and Annual Audit; ~~and-~~
- 4.5. Has written policies identifying its investment policies and strategies. The written policies, titled Investment Policy Statement ("IPS"), applies to both the retirement healthcare benefits trust and the general account, and are reviewed and adopted by the Board (including any revisions or amendments thereto). The IPS identifies that all investments with ECRA assets should be reasonably and prudently invested, and also notes the scope and types of permitted investments in which the School may engage as well as guidelines for the composition of the investment portfolio. The IPS for both the lifetime healthcare benefits trust and the School's general account shall be posted on the School's website.

### **Annual Financial Audit**

1. ECRA will select an independent auditor to conduct an independent audit of ECRA's finances. The independent auditor will be selected by the Board at or before the March Board meeting in those years when a new auditor is to be selected. The Board will appoint an Audit Committee no later than the January board meeting for those years when an auditor is to be selected.
2. Audit Committee members, like all ECRA Directors, must be fiscally independent of ECRA.

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

3. The CBO and other necessary staff will assist Audit Committee members.
4. ECRA will select a new auditor at least every three (3) years; however, the same auditing firm may be retained as long as a different auditor within that firm is retained.
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; and
  - c. An audit of the internal control practices.

### **Key Personnel Financial Responsibilities**

#### Approve Contracts

- Executive Director
- CBO
- Board

#### Approve Purchases for Payment – Including Purchase Orders and Reimbursement Requests

- Executive Director
- CBO
- Program Director
- Program Manager

#### Check Signers

- Executive Director
- CBO
- Two Designated 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
- CBO – Authorizing, Reporting and Analysis, Compliance
- Chief Compliance Officer – Compliance
- Back-office Services Provider - Recording, Reconciling and Reporting
- Program Director – Purchase Approver, Reviewing Budgets

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

- Accounting Manager/Controller - Authorizing and Reconciling (of cash receipts, bank accounts)
- Program Managers – Purchase Approver, Reviewing
- Analysts - Recording and Analysis
- Accountants - Recording, Purchasing and Custody

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **Financial Instruments**

#### Debit Cards

- Use is not permitted.

#### Credit and Charge Cards

- Only one general card account in the name of ECRA is authorized by the Board. There are two cards that are issued in the name of the CBO and the Executive Director. The cards are kept in the possession of the Executive Director and the CBO.
- 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 Signing Authority

- Board-approved personnel, as noted above under Key Personnel Financial Responsibilities; specifically, the Executive Director, CBO, and two designated Assistant Principals.
- Check signing authority will be given to the Executive Director and the CBO and two designated Assistant Principals.
- Checks may not be written to cash, bearer, or petty cash.
- Under no circumstance will any individual sign a blank check.
- Individual staff members who process vendor payments and/or payroll, write checks, or perform any other tasks associated with cash transactions cannot be a check signer.
- A formal list of those authorized as check signers should be prepared, and the Board will approve all check signers.
- The CBO or Director or Manager of Accounting and Finance or designee will ensure that the Charter School’s bank is notified whenever authorized signatories are changed.
- Approved check signors should never sign a check made out to themselves (e.g., check for reimbursement).

#### Check Stock

- Held in student store.

### **Prohibition on Purchase of Alcohol and Marijuana**

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

**ECRAA/ECRCHS  
FISCAL POLICIES AND PROCEDURES**

- Charter School, state, and federal funds may never be used for the purchase of marijuana, or marijuana-related products or paraphernalia.

## **ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES**

### **PAYMENT / REIMBURSEMENT POLICIES**

ECRA employees must receive pre-approval for all purchases for goods and/or services. Pre-approvals can be received through the Charter School's Approved ERP system (e.g. Netsuite) to which 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:

- 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.
- 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.
- 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 such work itself, or from making costly mistakes.
- All purchases must have a legitimate business purpose and must be for the benefit of and use by the Charter School. Purchases for personal use are strictly prohibited.
- Staff must avoid conflicts of interests at all times. A conflict of interest arises when an employee, officer, agent, or any member of their immediate family, a partner, or an organization that employs or is about to employ any immediate family member, has a financial or other interest in, or would gain a tangible personal benefit from, a firm considered for a contract. Should a potential conflict of interest arise or exist, staff must disclose the conflict, in writing, to the Executive Director and the CBO.

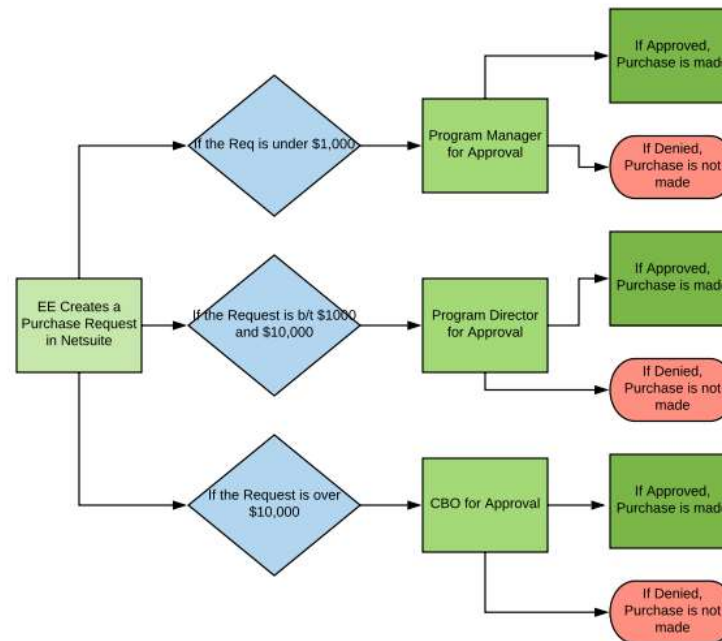
Failure to comply with the policies and procedures as described herein, may result in a delay in reimbursement being paid to the employee or, in some instances, a denial of a reimbursement request in whole or in part.

## ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES

### Purchasing Flow Charts

#### Regular Purchases

- Purchases done through Netsuite involve different approvers depending on the spend amount.
  - Under \$1,000, these will go to a Program Manager for approval.
  - Spend requests between \$1,000 and \$10,000 will go to Program Directors.
  - Anything over \$10,000 will go directly to the CBO for approval.
  - Requests over \$50,000 will be brought before the Board for approval.

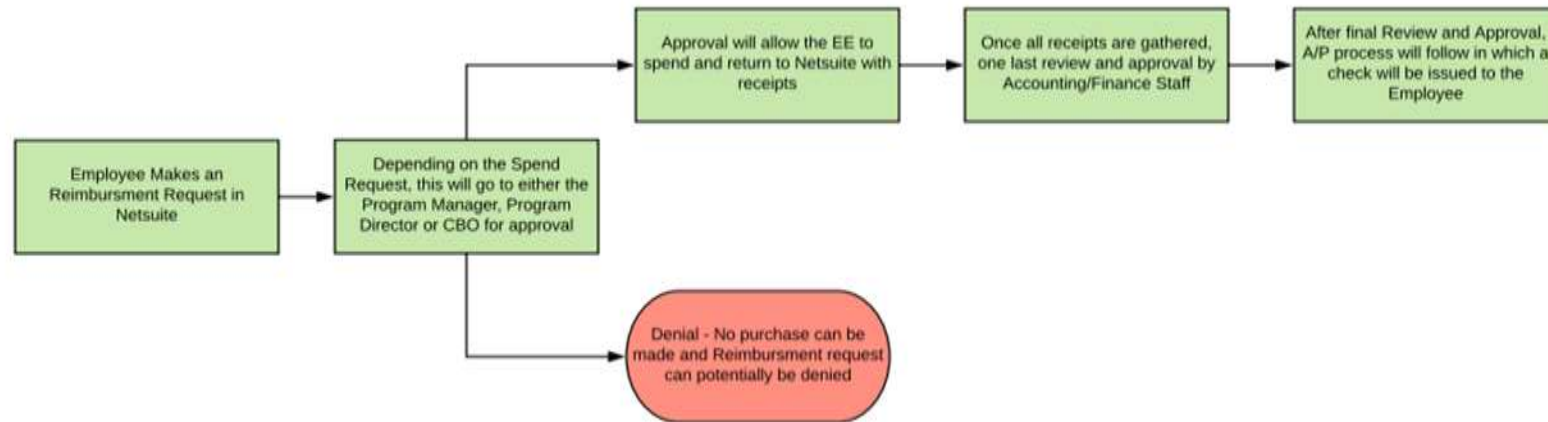




## ECRAA/ECRCHS FISCAL POLICIES AND PROCEDURES

Reimbursement Requests or Expense Requests are subject to approval. All Reimbursement requests must have pre-approval.

- These requests submitted in Netsuite involve different approvers depending on the spend amount requested.
  - Under \$1,000, these will go to a Program Manager for approval.
  - Spend requests between \$1,000 and \$10,000 will go to Program Directors.
  - Requests over \$10,000 will go directly to the CBO for approval.
  - After approval, employee may make the purchase.
  - Employee will go back into the system to request final approval of their expenditures.
  - Final approval is given by CBO after review by accounting staff.



Purchases w/o Approved Purchase Orders, Reimbursement Requests or Travel Reimbursement Requests.

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

### **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 is no recourse for lost receipts. 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 Director/Manager/Controller or designee shall be responsible for enforcing this policy.

### **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**

This policy is to ensure that individuals who incur valid business expenses are reimbursed in a fair and equitable manner, that business expenses are properly recorded, reconciled, and reimbursed in a consistent manner, and that ECRA complies with all applicable federal, state and local rules and regulations.

Reimbursement expenses should be dedicated for those occasions when other procurement methods (e.g. Purchase Order, Purchase Request) are not a viable option.

Employees may be reimbursed for purchases made with personal funds for goods and/or services in special circumstances where items are needed immediately and/or with short notice and the purchase of such items by staff may be unavoidable.

Every effort should be made to purchase goods and/or services through established ECR purchasing vendors.

An individual employee can be reimbursed for expenses up to a maximum of \$5,000 per school (fiscal) year. If an employee should need to exceed the \$5,000 per school (fiscal) year maximum, prior approval from the Executive Director and CBO is required.

1. Employees will be reimbursed for expenditures within fifteen (15) days after the submission of all required 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 such as email confirmations may be accepted as a receipt.
2. Employees must submit all expense reports before June 30<sup>th</sup> of the school (fiscal) year in which the expenditure was made to the Business Office.
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 an Expense Report 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.

A copy of the Expense Request Form is attached as Appendix III. A copy of the Purchase Request Form is attached as Appendix IV.

5. The employee must sign expense report to certify the expenditures.
6. Authorizing personnel must sign expense report for reimbursement.
7. The Business Office will email a copy of the Executive Director's expense report to the Board Chair when processed for payment. For expense reports greater than \$300 in single month, the Board Chair and one other Board member, or Board Vice Chair and one other Board member, must approve.

## 8. **Non-reimbursable Expenses**

Some expenses are not considered valid business expenses, yet may be incurred for the convenience of the traveling individual. Because these are not expenses for the Charter School, they are not reimbursable. Examples of non-reimbursable expenses include, but are not limited to, the following:

- a. Alcohol
- b. Tobacco and all nicotine-related products
- c. Marijuana
- d. Theft or loss of personal property
- e. Parking or traffic tickets or car towing if illegally parked
- f. Airline travel insurance
- g. Airport lounge clubs
- h. Dry cleaning
- i. Movies or personal entertainment
- j. Books, magazines or newspapers (unless specific to education or the employee's job)
- k. Doctor bills, prescriptions, or other medical services
- l. Health club membership, even if for one day or short-term use
- m. Babysitter or pet care fees

### **Reimbursements – Digital Payments**

The use of digital payments, such as ‘Apple Pay’ or Venmo (or similar) are not a preferred method of payment and should be used only when other forms of payment such as check, ACH transfer, or ECRCHS credit card are unavailable.

When an employee seeks reimbursement for an allowable reimbursement expense paid with their personal ‘Apple Pay’ or Venmo (or similar), the requestor must include a copy of their bank/card statement showing the amount paid. The proof of payment must be attached to the reimbursement request.

Purchases made via digital payment are subject to the same criteria and requirements as all other purchases.

1. Employee shall submit, prior to the purchase being made, for each digital payment transaction, a signed copy of the appropriate purchasing form substantiating:
  - a. Who the expenditure is for;
  - b. What the expenditure is for;
  - c. Where the expenditure is made;
  - d. Why the expenditure is made; and
  - e. When the expenditure is made.

### **Personal Use of School Items**

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

1. Employees will avoid the personal use of ECRA owned items without prior approval from a supervisor.
2. Employees will reimburse the Charter School for all ECRA-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**

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:

1. \$50/semester limit for non-classroom staff
2. \$100/semester limit for classroom staff

Note, for higher thresholds, teachers/staff must submit a purchase requisition in the Approved ERP software system. As outlined in the 2<sup>nd</sup> 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, Non-capitalized 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. Itemized and detailed receipt(s);
  - c. Number of individuals in the party; and
  - d. Names of all attendees or a sign-in sheet.

3. On professional development, non-school days, ECRA 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 Executive Director, CBO or Assistant Principal through the Netsuite system.

### **Mileage**

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:

1. Home to/from school is not reimbursable.
2. Home to/from school event/meeting is partially reimbursable.
  - a. 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.
  - b. School to/from school event/meeting is 100% reimbursable.
  - c. 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**

The following travel policy is designed to provide guidelines and best practices when making travel arrangements, advances, and reimbursements.

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 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. All expenses must be pre-approved prior to travel for an event or meeting through the Approved ERP software 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. Unless charter school administrators consider something an emergency, it is encouraged that travel arrangements should be made at least 15 days in advance to obtain better pricing.
4. ECRA does not allow daily per diem rates.
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 for documented school-related travel. It is incumbent on all ECRA employees, when arranging school related air travel, to seek the most reasonable and logical airfare 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 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. ECRA’s policy is a reflection of the FCMAT Best Practices Manual as it applies to ECRA.

g. The Board 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 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 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 ECRCHS employees for hotels over \$200/night.

iv. Employees must provide an itemized receipt from the hotel that details all charges and dates, and clearly indicates for whom the lodging was provided.

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. The applicable GSA rates can be found at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.



- 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 Board 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.
9. Documents should include any itemized receipts for parking, tolls, car rentals, taxis, food and other expenditures related to the travel for which the employee obtained prior approval
10. Excessive and unreasonable costs, such as valet parking, in-room telephone, and food from the honor bar in hotel rooms, shall not be reimbursed. Payment for internet service will only be reimbursed if preapproved by an administrator, and then only if deemed necessary for work.

### **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 completed expense report will be submitted to the Business Office for review and initial approval. Once approved by the Business Office, the completed expense report will follow the same workflow as other Purchase Orders. The approved expense report will then be submitted to the Business Office for payment.

### **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 Teacher Inductions courses are being completed elsewhere.
2. Upon completion of Teacher Induction coursework, 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. Only one general card account in the name of ECRA is authorized by the Board. There are two cards that are issued in the name of the CBO and the Executive Director. These credit cards will be kept in the custody of the CBO and Executive Director.
2. The Executive Director's and CBO's credit or card privileges may be revoked by the Board.
3. Purchases made using a credit card are subject to the same criteria and requirements as all other purchases.
4. Prior to issuance of a credit card to an employee, the employee shall review and sign the "Credit Card Responsible Use Form." (Appendix II.)
5. All cardholders should report the loss or theft of the school credit card immediately to the credit card company and the CBO, even if the loss or theft occurs on a weekend or holiday. If a credit card is stolen, the cardholder should file a police report, and a copy of the report should be maintained for insurance purposes.

6. 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 June 1, 2018:
  - a. Home Depot for Woodshop and Drama
  - b. Smart and Final for Family and Consumer Studies
  - c. American Express
  - d. Visa/Mastercard (pending Board approval)
7. The Board shall review a list of all credit card Charter School-authorized users and associated expenditures monthly.
8. Cardholders should be made personally liable for all inappropriate charges and personally responsible for settling any dispute over any purchase from a vendor.
9. Any charter school credit card holder may have their card revoked for violation of the preapproval process if it is determined there was enough time to request and receive approval for a purchase order using normal purchasing procedures.
10. 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, \$500 for Home Depot, and \$1,000 for Smart and Final). The Charter School-authorized user shall be responsible for verifying that limits are not exceeded.
11. 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.
12. Threshold amounts include: \$.99 (online subscriptions).
13. 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.
14. Credit card points accrued by ECRA employees using ECRA'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.

15. Personal use of the school's credit card is prohibited. Credit cards shall not be used for personal expenses, gift cards, equipment, communication devices, institutional memberships, or computer software or hardware. Cardholders shall not make personal use of a credit or debit card, assign to someone else the use of a credit or debit card, or pay for another employee's or person's expenses with the credit card.

State laws prevent the unauthorized loaning and/or misappropriation of public funds. Accidental personal use of ECRA'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.

16. 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.

17. If the Business Office identifies any inadvertent personal charges or unauthorized uses of the card, the card statement and all backup documentation will be forwarded to the Executive Director, CBO, and/or CCO for review. The Executive Director, CBO, and/or CCO will discuss with the cardholder any charges of concern, and the cardholder will be required to reimburse the school immediately for any inadvertent personal charges or unauthorized charges. The Executive Director, CBO, and/or CCO will determine whether to revoke the cardholder's credit privileges and whether any disciplinary actions will be taken.

18. 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.

## ACCOUNTING

### Key Accounting Thresholds

1. Checks over \$10,000 require two approvers/signatures.
  - a. Note, credit card transactions over \$10,000 do not require two signers since paying the monthly statement will require two check approvers/signatures.
2. Non-budgeted contracts that exceed (or are likely to exceed) \$50,000 during a calendar year or which last beyond an academic year require 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. 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:
  - An invoice or estimate prepared by the vendor, but which has not yet been processed for sale by the vendor.
  - 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. The Business Office 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 Business Office will forward the purchase requisition to the authorized supervisors (e.g. department head and authorizing administrator). The authorized supervisors must:
  - Determine if the expenditure is allowable under the appropriate revenue source.
  - 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.
  - 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 cost<sup>1</sup> for comparable goods or services. If the purchase does not represent the lowest cost option, a business purpose must be provided.

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 Approved ERP software (Netsuite).

If a vendor is a sole proprietor or a partnership, a valid W-9 form (or foreign equivalent) must be submitted prior to payment. Employee requesting a vendor or vendors, must submit a vendor information form.

8. The name of the vendor/business must reflect the same name and address as will appear on invoices submitted. Please include DBA ('doing business as'), if applicable.

All vendors must submit their Taxpayer Identification Number (TIN), commonly known as Employer Identification Number (EIN) / Federal Tax ID, Social Security Number (SSN), or foreign equivalent for those vendors who are conducting business as individuals.

9. The Board approved credit card holders may authorize an individual to use the school credit card to make an authorized purchase on behalf of the Charter School, consistent with guidance provided by the FPP.

a. The Charter School Credit Cards are in the custody of the CBO and Executive Director. Any authorized person who uses this card must return it within three (3) hours of use, unless authorized otherwise by the card holder.

b. The other 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).

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

## **Petty Cash**

ECRCHS will maintain a petty cash account for small and emergency purchases, generally costing \$100 or less. When presented with a request for petty cash, the petty cash custodian should verify whether the item to be purchased is available in the organization's stock of supplies. If it is, the petty cash reimbursement is unnecessary; if it is not, the custodian can initiate a petty cash disbursement by doing the following:

1. The Business Office 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 select Business Office personnel will have access to the petty cash box.
4. All disbursements will require a completed and signed petty cash request form, as well as a register receipt for all purchases.
5. The Business Office will ensure 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 Business Office within 48 hours of withdrawing the petty cash.
7. When expenditures total \$300 (when cash balance is reduced to \$200), the Business Office 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 Business Office.
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 CBO.
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.

## **Cash Boxes**

Currently the school has five (5) portable cash boxes which are controlled by the Business Office and used to collect money at fundraising activities, ticket sales and other events or activities.

Individuals who collect cash for fundraisers and activities for which a cash box is issued collect the cash and recorded the total on a cash count form. Two individuals will count the cash together, and both will sign and date the cash count form and remit the funds to the Business Office.



Every effort is made to turn in the cash the same day as fundraiser or activity. Any funds collected but not turned in to the Business Office for the final counting and deposit to the bank should never be taken home or left in any unprotected environment. When the principal or the Business Office receives the cash box funds, the funds will be counted again by a Business Office staff member and another witness. Each will sign the cash count form as verification of their confirmation. The cash and the verified cash count form will be placed in and secured in a locked, fireproof safe until the cash is deposited.

No funds will be left in the cash box.

### **Alternative Payment Methods – Third-Party Processors**

Third-Party Processor – A third-party processor is a company that can accept payments over the internet on behalf of an individual or another merchant (i.e., PayPal).

The use of third-party processors such as PayPal (or similar) is not a preferred method of payment and should be used only when a merchant will not accept a check, ACH transfer, or ECRA credit card. Purchases made via a third-party processor are subject to the same criteria and requirements as all other purchases. Employee shall submit, prior to the purchase being made, for each third-party purchase made, a signed copy of the appropriate purchasing form substantiating:

- a. Who the expenditure is for;
- b. What the expenditure is for;
- c. Where the expenditure is made;
- d. Why the expenditure is made; and
- e. When the expenditure is made.

The use of third-party processors is not intended to avoid or bypass appropriate purchasing or payment procedures.

Payments made to service providers via a third-party processor are subject to the same criteria and requirements as all other contracts. A third-party processor may not be used for payments to an individual for services.

Personal third-party processor accounts should not be used to transact ECRA business.

When using a third-party processor, employees will make purchase requisitions in 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.

Third-party processors often do not include detailed information about the item(s) purchased. In the event this occurs, a copy of the web page that identifies the item(s) purchased and the web receipt from the third-party processor must be included in the ERP record.

Third-party processor payments will be made by the Business Office after all required documents are submitted and approvals obtained. The Business Office will use a dedicated ECRA account, such as PayPal, to make purchases.

Any email address linked to a third-party processing account must be a valid ECRA email address.

### **Contracts**

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

- Authorizing Personnel

The 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.
- 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 Business Office 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.

ECR will maintain a copy of all signed contracts, regardless of the amount or duration.

Written contracts clearly defining the 'Scope of Work' (SOW) to be performed will be maintained for all contract service providers (i.e. consultants, independent contractors, subcontractors).

A SOW must be submitted by the consultant, independent contractor, or subcontractor and reviewed by the Executive Director and the CBO prior to the commencement of services.

The elements of a SOW can vary with the objective, complexity, size, and nature of the work to be performed. A SOW should be drafted in clear, simple, and concise statements. There should never be a question as to what work is to be completed, or what the contractor is obligated to do.

To the fullest extent possible, a SOW should include the following:

- (a) A general statement of the scope or extent of the work to be performed.
- (b) The period of performance of the work.
- (c) The site location of the work to be performed.
- (d) Reference documents, procedures, or specifications governing the work to be performed.
- (e) The specific work requirements:
  - (i) A detailed statement of the purpose, objective or goals to be undertaken by the vendor.
  - (ii) The job classification or approximate skill level of the personnel to be made available by the vendor.
  - (iii) An identification of all significant data deliverables and material to be developed by the vendor and delivered to the school.
  - (iv) An identification of all significant data or materials to be delivered by the to the school to the contractor.
  - (v) An estimated time schedule for the provisioning of these services by the vendor.
  - (vi) Completion and Acceptance criteria for the work to be performed.
  - (vii) Management or administrative requirements of the work.
  - (viii) Compliance or Progress Reporting requirements.
  - (ix) Completion or Close-out requirements.

Requirements should be clearly stated to easily determine compliance to the contract. All requirements should be described in sufficient detail to assure clarity.

#### Deliverables / Data / Proprietary Rights

It is important to include where applicable data or proprietary rights will be stored. For example: “Contractor in performance of its duties described within the scope of services agreed upon between the school or office and the contractor, acknowledges that the school holds all exclusive and proprietary rights to the deliverables produced under the referenced agreement (contract or purchase order). i.e., photographs taken as part of the scope of work; programs, software, lines of code written for a specific development project; intellectual properties developed as a part of a school paid/funded contract or project; documents written as a deliverable under an agreed upon project; etc.” “Contractor acknowledges that the school has exclusive and unlimited rights to such deliverables, which the contractor shall not have any rights to use, reuse, sell, resell, re-engineer, reverse engineer, provide to others, or maintains copies for work or archival purposes. Upon completion of the contract

and within thirty (30) days from acceptance of final deliverables by the school, contractor shall provide written certification that it has purged and destroyed all copies of the deliverables (hard and electronic copies) from their possession, including subcontractors and those affiliated with the performance of duties under the agreement.”

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.

4. If the contract service provider is a sole proprietor or a partnership (including limited partnerships or limited liability partnerships), the Business Office must obtain or receive a W-9 (or foreign equivalent) from the contract service provider prior to submitting any requests for payment.

5. The Executive Director or CBO will approve proposed contracts and modifications in writing.

6. Contract service providers will be paid in accordance with approved contracts as work is performed.

7. The CBO and Executive Director will be responsible for ensuring the terms of the contracts are fulfilled.

8. Potential conflicts of interest will be disclosed upfront, and the Executive Director, CBO, Assistant Principal(s) and/or Member(s) of the 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.

9. ECRA may not recognize “After the Fact” contracts which occur when a contractor is authorized to commence services or ship products prior to a valid, fully executed contract or Purchase Order having been submitted and approved prior to commencement of the work or products being purchased.

10. Contractors who provide services or goods without a fully executed contract or Purchase Order may not be paid.

11. Splitting contracts to avoid a stated accounting threshold is strictly prohibited. According to the California Public Contract Code, “It shall be unlawful to split or separate into smaller work orders or projects any work, project, service, or purchase for the purpose of evading the provisions of this article requiring contracting after competitive bidding.”

12. An employee cannot issue multiple contract requests (or low-dollar Purchase Orders) for smaller sections of the total requirement to avoid going thru the competitive process, or to avoid obtaining the required approvals.

### **Donations and Fundraising**

ECRCHS may receive donations of cash, supplies or equipment. Donations will be reported to the Board. Donations are for the exclusive use of the school, and may not be used to influence any person or decision made at the school.

A donor can choose to state a specific purpose for which the funds (or other) are being donated. If a donation is given for a specifically stated purpose, the donated funds may be used only for that purpose. When supplies or equipment are purchased using donated funds, the supplies or equipment become the property of the charter school. All equipment and supplies purchased by a donor for the school must be shipped to the charter school's address. The donor's address may not be used for purchases made for the charter school using donated funds.

### **Supplies**

All supplies purchased by the school should be tracked sufficiently to help prevent theft, spoilage, over- or under-stocking, and obsolescence. For example, obsolescence can occur when an organization purchases toner cartridges but replaces the laser printers before the cartridges are used and cannot use the cartridges in the new laser printers.

Supplies include educational and office supplies and cleaning and maintenance supplies. Educational supplies may include textbooks and laptops checked out to students. Supplies should be safeguarded in a secure area and inventoried. The cost value of the supplies should be adjusted in the accounting records at the end of each fiscal year.

### **Professional Development**

Professional development can improve employees' performance in their present positions and help them obtain skills, knowledge, and abilities that may improve their opportunities for advancement within the organization. Professional development should be preapproved by the administration and by the Executive Director and the Business Office to ensure adequate funding exists.

Professional development opportunities include seminars, educational courses and degree programs that will help an employee perform their essential job functions and increase the employee's contribution to the charter school. Other professional development expenses that can be reimbursed under this policy are membership fees to professional organizations; registration fees for meetings, conferences, workshops and seminars; and fees and subscriptions for scholarly journals, books, and computer-based resources.

Employees must submit documentation of the completion of any professional development within 10 days after receiving the documentation. Failure to do so may result in the employee being required to reimburse the school for the costs of the training or coursework.

## **ACCOUNTS PAYABLE**

### **Bank Check Authorization**

1. All original, itemized invoices will immediately be forwarded to the Business Office 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. The Business Office 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 Business Office will verify with the employee that goods have been received.
3. Once approved by the Authorizing Personnel, the Business Office 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 Supplier Invoice for approval/validation by the Authorizing Personnel for payment.
4. The student store personnel will prepare the checks from the approved Supplier Invoice and send a report to the Back-office Services Provider for the bank reconciliation.
5. Payment of all invoices should, whenever possible, be made in a timely manner to avoid the imposition of late fees or other penalties by the vendor.

### **Bank Checks**

1. The 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 Board, may sign bank checks within established limitations.
2. The 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 Business Office.
5. Once approved by the Authorizing Personnel, the Business Office processes the check for signatures.
  - 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. The Business Office will record the check transaction(s) into the approved ERP software (Netsuite) system.
7. Business Office personnel 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 the Business Office;
  - c. Cancelled Checks – Report is submitted to 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 Services Provider.
2. Back-office Services Provider 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 Services Provider will prepare the bank reconciliation, verifying the bank statements and facilitating any necessary reconciliation.
4. Back-office Services Provider 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 CBO.

### **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.
2. Accounting personnel will access the school's account on the card issuer's website and register for electronic statements using an ECRCHS 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 CBO and Executive Director will review the list and follow the procedure under “Employee Receipts/Substantiation.”



## ACCOUNTS RECEIVABLE

Documentation will be maintained for accounts receivable and forwarded to the Back-office Services Provider.

Accounts receivable will be recorded by the Back-office Services Provider 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 Business Office will record the transaction in the approved ERP software (Netsuite) 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 Business Office, who will immediately put the funds in a secure, locked location.
  - c. The Business Office and either the Event Coordinator, 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. Verification of the cash/check amounts collected and held in the safe must always be done under dual custody, one of which will always be a member of the Business Office, 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 the classroom will collect all forms, payments, etc. 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.

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 Services Provider.

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 Business Office 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 Services Provider.

### **Returned Checks and Improper Checks**

The school will attempt to deposit returned checks a second time; if the check does not clear on the second attempt, the payment will be returned to the vendor. ECRCHS will notify its Back-office Services Provider so that the general ledger account to which it was applied adjusted.

The school will not cash personal checks.

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 the 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 Board.

## **PAYROLL**

### **Personnel Information**

1. The business personnel will maintain all employee information in ECRA's approved ERP software (Netsuite) system.
2. An employee's hiring is not effective until the candidate has:
  - a. Completed the employment application
  - b. Passed a TB Test
  - c. Passed the LIVESCAN background check
  - d. Submitted a form W-4
  - e. Completed an I-9.
3. An employee's hiring date is the first day the employee works, not when s/he has been offered the position.
4. The Human Resource Staff will maintain a position control list and notify the Executive Director, CBO, and CCO 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.

### **Electronic Timesheets**

1. All employees will be responsible for clocking in and out, including (as appropriate) clocking in and out for meal breaks, using the School-provided electronic timekeeping system. All employees will also complete all forms (such as the Absence Form) identifying all missed work periods, including for vacation or sick leave; such forms must be signed by the employee and the appropriate supervisor.
2. All forms will be submitted to the Payroll Staff by the payroll period deadline designated by the Back-office Services Provider.
3. Incomplete forms will be returned to the signatory supervisor and late forms 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 any absence forms (such as when an employee misses work due to illness), the employee is responsible for notifying the signatory supervisor or for making other arrangements for any forms to be submitted. However, the employee must still complete and submit all necessary forms upon return.

### **Overtime**

1. All employees must seek pre-approval of unscheduled time (e.g., overtime) from their authorized supervisor in the Charter School's payroll system (i.e., Paycom).
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 CBO for further guidance.

### **Payroll Processing**

1. Hourly employees must electronically approve their time records to verify appropriate hours worked, resolve absences and compensations, and monitor number of hours worked versus budgeted. No overtime hours should be listed without proper authorization or explanations as to why they occurred. The signatory supervisor will submit a summary report of time and attendance records. The Business Office and Payroll Service provider will verify all records for accuracy.
2. Salaried employees must sign in and out using the time clock system 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 Business Office and Payroll Service provider will process all authorizations for approved stipends and the hourly or daily rate.
4. Back-office Services Provider will prepare the payroll worksheet for review and approval by the Accounting Manager/Accounting Director/Controller before final submission into the payroll system. These payroll hours are exported by designated payroll staff, in the form of a report out of the Time and Attendance Software used to track hours.
5. The payroll checks (if applicable) will be printed by the Charter School. The Business Office will document each printed check and review the payroll checks prior to distribution.
6. The Payroll Staff and the Business Office will ensure that payroll is made in a timely manner, in accordance with appropriate Labor Code provisions.

### **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 CBO or Executive Director, and submit the forms to the respective agencies.

### **Record Keeping**

Designated Payroll Staff will maintain records in the Time and Attendance Software of all employees' use of sick leave, vacation pay, and any other unpaid time and collect signed and approved paperwork for back-up documentation.

- a. Payroll Staff 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.

## **FINANCE/RESERVES/INSURANCE/LIABILITIES/ASSETS**

### **Financial Reporting**

1. In consultation with the CBO and Finance Committee, Back-office Services Provider will prepare the annual financial budget for approval by the Board.
2. Back-office Services Provider will submit a monthly balance sheet and monthly revenue and expense summaries to the CBO, 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 CBO and/or the Board with additional financial reports, as needed.

### **Financial Institutions**

1. All funds will be maintained at high quality financial institution(s).
2. Physical evidence will be maintained on-site for all financial institution transactions.

### **Loans**

1. Any and all loans from third parties must be approved by the Executive Director, CBO, and the Board prior to execution of any loan documents or any other documentation which bind or obligate ECRA. 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.

### **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.

### **Cash Balance Reserve**

1. The following minimum cash balance reserve must be maintained:
  - a. Economic Uncertainties - At least 5% of the total unrestricted General Funds.
  - b. LAUSD Insurance Deductible - \$1,000,000.
  - c. Retiree Benefits: ECRA is setting aside funds to meet its projected unfunded liability.
2. Back-office Services Provider will provide the CBO with balance sheets on a monthly basis. It is the responsibility of the CBO and the Board to understand the Charter School's cash situation. It is the responsibility of the Authorizing Personnel to prioritize payments as needed. The CBO will have responsibility for all operations and activities related to financial management.

### **Insurance**

1. Back-office Services Provider will work with the CBO and CCO to ensure that appropriate insurance is maintained at all times with high quality insurance providers.
2. The Business Staff and the CCO will maintain the files of insurance policies, certificates of insurance, insurance policies and procedures, and related claim forms.
3. The CCO, CBO, 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. The Business Office 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 in an accidental manner), the student's parent or guardian is responsible.
  - b. If a parent or other visitor causes damage, that individual is responsible for the damage.
  - 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 ACKNOWLEDGMENT**

### 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.
- 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

**APPENDIX III – EXPENSE REQUEST FORM**

**APPENDIX IV – PURCHASE REQUEST FORM**

# Cover Sheet

## Board Review of Comparable Compensation Data for Charter School Executives

**Section:** IV. School Business  
**Item:** F. Board Review of Comparable Compensation Data for Charter School Executives  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** CCO Reasonable Compensation Comparability Data.pdf  
Executive Director Reasonable Compensation Comparability Data.pdf



**Chief Compliance Officer Reasonable Compensation Comparability Data**

School Name	Enrollment 2019-2020	Title	Salary Range	Current Salary / Step	Benefits	Total Compensation
Birmingham	3,165	Human Resources Director	\$118,320.00 - \$144,054.86	N/A (Currently open)	\$33,000.00 Health	\$151,320.00 (Based on Step 1)
El Camino Real	3,562	Chief Compliance Officer	\$121,000.00 - \$130,872.00	\$135,839.00* Step 3	\$36,588.00 Health \$50/mo. cell phone	\$172,427.00
Granada Hills	4,698	Human Resources Manager / Chief of Staff	\$105,000.00 - \$155,004.00	\$145,000.00 N/A	\$22,500.00 Health \$60/mo. cell phone	\$167,500.00
Palisades	2,964	Human Resources Director	\$87,443.54 - \$121,327.91	\$121,327.91 Step 8	\$16,788.00 Health	\$138,115.91

\* Includes \$10,000/yr differential for JD

Additional Comparables (Salary Only)

LAUSD Assistant General Counsel I	\$89,691.36 - \$119,862.00
LAUSD Assistant General Counsel II	\$167,774.88 – 181,223.52
Green Dot Public Schools General Counsel	\$140,000.00 - \$160,000.00

**Executive Director Reasonable Compensation Comparability Data**

<b>School Name</b>	<b>Enrollment 2019-2020</b>	<b>Title</b>	<b>Salary Range</b>	<b>Current Salary / Step</b>	<b>Benefits</b>	<b>Total Compensation</b>
Birmingham	3,165	CEO / Principal	\$200,000.00 - \$210,000.00	\$200,000.00 N/A	\$33,000.00 Health	\$233,000.00
El Camino Real	3,562	Executive Director	\$186,000.00 - \$215,000.00	\$207,500.00 Step 4	\$36,588.00 Health \$50/mo. cell phone	\$244,088.00*
Granada Hills	4,698	Executive Director	N/A	\$285,000.00 N/A	\$22,500.00 Health Fully paid cell phone	\$307,500.00*
Palisades	2,964	Executive Director / Principal	\$169,793.28 - \$206,384.79	\$206,384.79 Step 5	\$16,788.00 Health	\$223,172.79

\* Does not include cell phone stipend

## Cover Sheet

### Possible Board Approval of Resolution Regarding Executive Compensation for Executive Director

**Section:** VI. Reconvene to Open Session  
**Item:** B. Possible Board Approval of Resolution Regarding Executive Compensation for Executive Director  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Resolution re Executive Director.docx.pdf

**BOARD OF DIRECTORS  
EL CAMINO REAL ALLIANCE**

**RESOLUTION  
RE: EXECUTIVE DIRECTOR**

The Board of Directors (“Board”) of El Camino Real Alliance (“ECRA”), a tax exempt, California nonprofit public benefit corporation operating a public charter school, does hereby adopt the following resolution pursuant to the provisions of the California Nonprofit Integrity Act, and as also required by the Internal Revenue Service requirements for tax exempt 501(c)(3) entities:

WHEREAS, when ECRA considers renewing or extending a contract term or modifying total compensation (separate from organization wide increases) to be paid to the ECRA Executive Director, the Board must ensure that such compensation is reasonable; and

WHEREAS, the Board must determine the compensation of the ECRA Executive Director within the confines of legal requirements and best practices for tax exempt, nonprofit corporations; and

WHEREAS, the Board must ensure the Executive Director compensation is within the range of similar organizations across the region, also taking into account other factors the Board believes pertinent to the setting of its Executive Director’s compensation; and

WHEREAS, the Board desires to take all recommended steps to ensure the compensation paid to the Executive Director is reasonable, and that the Board has followed legally required procedures, as detailed below:

1. Approval of Compensation. The Board must evaluate the compensation of the ECRA’s Executive Director and approve in advance any change to the compensation for the Executive Director.
2. Definitions. For purposes of this resolution, the ECRA’s executive officer is the Executive Director, and the total compensation paid to the Executive Director is understood to include a base salary, any bonuses, retirement benefits, fringe benefits, liability insurance premiums, and other monetary or non-monetary benefits provided.
3. Recusal. Any Board members related to the Executive Director, any employee Board members reporting to the Executive Director or under his/her supervision, or any other individual having a personal interest in the compensation paid to the Executive Director, and the Executive Director himself/herself have been excluded from the Board’s discussion and determination of reasonable compensation.
4. Determining Compensation. The Board’s review of compensation data will guide the Board prior to its making any decisions to alter the Executive Director’s

compensation to ensure the compensation to be paid is reasonable. When determining whether the compensation or any change to compensation is reasonable, the Board:

- a. Has been presented with and considered comparability data and compared the compensation to be paid to the Executive Director with the compensation paid to the equivalent senior officers from at least three (3) similar organizations operating in metropolitan areas that have comparable revenues, employees, service populations and skills.
  - b. Recognizes the unique benefits provided by the Executive Director to ECRA, including the following: (1) knowledge of the ECRA educational program; (2) fidelity to the job description and position requirements as articulated in the charter petitions; and (3) the special knowledge, experience, and relationships with community members possessed by the Executive Director, which would be difficult to replace.
5. Source of Comparability Data. The Board has reviewed comparability data by documenting the compensation paid to officers holding similar positions in similar organizations. (See attached documentation at **Exhibit A**, Executive Director Reasonable Compensation Comparability Data, attached here and incorporated by reference.) Specifically, the compensation paid to school leaders at similar nonprofits operating public charter schools, this information obtained by contact with conversion charter schools in the area as well as with a charter school in the San Diego area.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby adopts the foregoing resolution.

BE IT FURTHER RESOLVED, that the Secretary of the Board hereby is authorized to certify this resolution.

\* \* \*

IN WITNESS WHEREOF, the Board of Directors has adopted the above resolution by the following vote at a regular Board meeting this 28<sup>th</sup> day of May, 2020.

By: \_\_\_\_\_  
Beatriz Chen, Secretary

# **EXHIBIT A**

**Executive Director Reasonable Compensation Comparability Data**

School Name	Enrollment 2019-2020	Title	Salary Range	Current Salary / Step	Benefits	Total Compensation
Birmingham	3,165	CEO / Principal	\$200,000.00 - \$210,000.00	\$200,000.00 N/A	\$33,000.00 Health	\$233,000.00
El Camino Real	3,562	Executive Director	\$186,000.00 - \$215,000.00	\$207,500.00 Step 4	\$36,588.00 Health \$50/mo. cell phone	\$244,088.00*
Granada Hills	4,698	Executive Director	N/A	\$285,000.00 N/A	\$22,500.00 Health Fully paid cell phone	\$307,500.00*
Palisades	2,964	Executive Director / Principal	\$169,793.28 - \$206,384.79	\$206,384.79 Step 5	\$16,788.00 Health	\$223,172.79

\* Does not include cell phone stipend

## Cover Sheet

### Possible Board Approval of Resolution Regarding Executive Compensation for Chief Compliance Officer

**Section:** VI. Reconvene to Open Session  
**Item:** C. Possible Board Approval of Resolution Regarding Executive Compensation for Chief Compliance Officer  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Resolution re CCO.pdf



**BOARD OF DIRECTORS  
EL CAMINO REAL ALLIANCE**

**RESOLUTION  
RE: CHIEF COMPLIANCE OFFICER**

The Board of Directors (“Board”) of El Camino Real Alliance (“ECRA”), a tax exempt, California nonprofit public benefit corporation operating a public charter school, does hereby adopt the following resolution pursuant to the provisions of the California Nonprofit Integrity Act, and as also required by the Internal Revenue Service requirements for tax exempt 501(c)(3) entities:

WHEREAS, when ECRA considers renewing or extending a contract term or modifying total compensation (separate from organization wide increases) to be paid to the ECRA Chief Compliance Officer, the Board must ensure that such compensation is reasonable; and

WHEREAS, the Board must determine the compensation of the ECRA Chief Compliance Officer within the confines of legal requirements and best practices for tax exempt, nonprofit corporations; and

WHEREAS, the Board must ensure the Chief Compliance Officer compensation is within the range of similar organizations across the region, also taking into account other factors the Board believes pertinent to the setting of its Chief Compliance Officer’s compensation; and

WHEREAS, the Board desires to take all recommended steps to ensure the compensation paid to the Chief Compliance Officer is reasonable, and that the Board has followed legally required procedures, as detailed below:

1. Approval of Compensation. The Board must evaluate the compensation of the ECRA’s Chief Compliance Officer and approve in advance any change to the compensation for the Chief Compliance Officer.
2. Definitions. For purposes of this resolution, the ECRA’s executive officer is the Chief Compliance Officer, and the total compensation paid to the Chief Compliance Officer is understood to include a base salary, any bonuses, retirement benefits, fringe benefits, liability insurance premiums, and other monetary or non-monetary benefits provided.
3. Recusal. Any Board members related to the Chief Compliance Officer, any employee Board members reporting to the Chief Compliance Officer or under his/her supervision, or any other individual having a personal interest in the compensation paid to the Chief Compliance Officer, and the Chief Compliance Officer himself/herself have been excluded from the Board’s discussion and determination of reasonable compensation.

4. Determining Compensation. The Board’s review of compensation data will guide the Board prior to its making any decisions to alter the Chief Compliance Officer’s compensation to ensure the compensation to be paid is reasonable. When determining whether the compensation or any change to compensation is reasonable, the Board:
  - a. Has been presented with and considered comparability data and compared the compensation to be paid to the Chief Compliance Officer with the compensation paid to the equivalent senior officers from at least three (3) similar organizations operating in metropolitan areas that have comparable revenues, employees, service populations and skills.
  - b. Recognizes the unique benefits provided by the Chief Compliance Officer to ECRA, including the following: (1) knowledge of the ECRA educational program; (2) fidelity to the job description and position requirements as articulated in the charter petitions; and (3) the special knowledge, experience, and relationships with community members possessed by the Chief Compliance Officer, which would be difficult to replace.
  
5. Source of Comparability Data. The Board has reviewed comparability data by documenting the compensation paid to officers holding similar positions in similar organizations. (See attached documentation at **Exhibit A**, Chief Compliance Officer Reasonable Compensation Comparability Data, attached here and incorporated by reference.) Specifically, the compensation paid to school leaders at similar nonprofits operating public charter schools, this information obtained by contact with conversion charter schools in the area.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby adopts the foregoing resolution.

BE IT FURTHER RESOLVED, that the Secretary of the Board hereby is authorized to certify this resolution.

\* \* \*

IN WITNESS WHEREOF, the Board of Directors has adopted the above resolution by the following vote at a regular Board meeting this 28<sup>th</sup> day of May, 2020.

By: \_\_\_\_\_  
Beatriz Chen, Secretary

# **EXHIBIT A**

**Chief Compliance Officer Reasonable Compensation Comparability Data**

School Name	Enrollment 2019-2020	Title	Salary Range	Current Salary / Step	Benefits	Total Compensation
Birmingham	3,165	Human Resources Director	\$118,320.00 - \$144,054.86	N/A (Currently open)	\$33,000.00 Health	\$151,320.00 (Based on Step 1)
El Camino Real	3,562	Chief Compliance Officer	\$121,000.00 - \$130,872.00	\$135,839.00* Step 3	\$36,588.00 Health \$50/mo. cell phone	\$172,427.00
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Palisades	2,964	Human Resources Director	\$87,443.54 - \$121,327.91	\$121,327.91 Step 8	\$16,788.00 Health	\$138,115.91

\* Includes \$10,000/yr differential for JD

Additional Comparables (Salary Only)

LAUSD Assistant General Counsel I	\$89,691.36 - \$119,862.00
LAUSD Assistant General Counsel II	\$167,774.88 – 181,223.52
Green Dot Public Schools General Counsel	\$140,000.00 - \$160,000.00

# Cover Sheet

## Possible Board Approval of Employment Agreement for Executive Director

**Section:** VI. Reconvene to Open Session  
**Item:** D. Possible Board Approval of Employment Agreement for Executive Director  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** 2020-23 Executive Director Employment Agreement.pdf

**FIXED TERM EMPLOYMENT AGREEMENT**  
**Between**  
**EL CAMINO REAL ALLIANCE & DAVID L. HUSSEY**

This Employment Agreement (“Agreement”) is entered into by and between David L. Hussey (“Employee”) and the Governing Board (“Board”) of El Camino Real Alliance (“ECRA”), a California public charter school approved by the Los Angeles Unified School District (“District”) and doing business as El Camino Real Charter High School. The Board desires to hire employees who will assist the Board in achieving the goals and meeting the requirements of ECRA’s charter. The parties recognize that the provisions of the California Education Code do not govern ECRA, except as expressly set forth in the Charter Schools Act of 1992 and its successors.

**RECITALS**

WHEREAS, ECRA is a charter school, organized and operating pursuant to the provisions of the Charter document (“Charter”) and applicable law; and

WHEREAS, ECRA is authorized pursuant to the terms of the Charter to appoint and hire Employee to assist the Board and to carry out the duties and functions as outlined in the job description attached and incorporated to this Agreement as **Attachment A**; and

WHEREAS, ECRA desires to retain the services of Employee of ECRA by way of this Agreement and Employee is qualified to perform such duties; and

WHEREAS, Employee and ECRA desire to formalize the employment relationship by way of this Agreement;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual terms and conditions contained herein, the parties hereto do agree as follows:

**AGREEMENT**

1. **TERM AND WORK SCHEDULE**

Subject to Section 13, “Termination of Contract” herein, ECRA hereby employs Employee to serve as the Executive Director for a term to commence on July 1, 2020 and end on June 30, 2023.

The Executive Director position is a full-time position exempt from overtime law. As a minimum performance requirement, the work schedule for Employee shall be Monday through Friday, with daily work hours at the School of 8 a.m. to 4:30 p.m. As this position is exempt from overtime, additional duties of the Employee may need to be performed outside of the work schedule, on weekends, as well as before and after the regular work year or hours of the work day.

Employee will not render services in person or by electronic means, paid or otherwise, for any other person or entity during contracted work hours with ECRA.

2. **COMPENSATION.** Employee will receive a monthly salary based upon a gross base annual salary of **\$215,000.00** (which is the amount specified for year five of the current ECRA Board-approved Executive Director salary schedule), subject to all regular withholdings. Employee’s

compensation may be prorated depending on whether Employee remains employed, or in active work status, for all scheduled work days of the position.

3. **BENEFITS.**

- a. **Health/Retirement Benefits.** At ECRA’s expense, Employee shall be afforded such health benefits as shall be granted to ECRA’s certificated employees, including entitlement to participation in PERS or STRS as applicable, subject to program and eligibility requirements.
- b. **Vacation:** Employee is also entitled to vacation to be accrued at the rate of two (2) days per month (twenty-four (24) days annually). Vacation time may not be utilized before it is earned. Vacation can accrue up to a maximum of thirty-six (36) days of pay. Once this cap is reached, no further vacation will accrue until some vacation is used. When some vacation is used, vacation compensation will begin to accrue again. There is no retroactive grant of vacation compensation for the period of time the accrued vacation compensation was at the cap.
- c. **Sick Leave.** Employee shall be entitled to thirteen (13) sick days annually. Sick days carry over from year to year but are not paid out.
- d. **Holidays.** Employee shall take holiday days according to the calendar of holidays observed by the School annually.
- e. **Technology.** ECRA will provide Employee a cell reimbursement of \$50.00 per month.

4. **DUTIES.** Employee shall perform the duties of Employee as directed by the Board, Board Policy or procedures, prescribed by the Charter, or specified in the attached job description which is incorporated by reference as **Attachment A** to this Agreement. This description and the job duties for Employee may be altered from time to time by the Board. Employee is exempt from overtime law.

5. **WORK YEAR.** In accordance with the term of this Agreement, Employee shall be required to work consistent with the work calendar for this position throughout the school year.

6. **EVALUATION.** The Board shall evaluate the performance of Employee at least once annually. This evaluation shall be based on the job description and any other mutually developed goals or standards. If applicable, the evaluation shall include recommendations as to areas of improvement in all instances where the Board deems such to be necessary or appropriate. A copy of the written evaluation shall be delivered to Employee and he shall have the right to make an oral or written response to the evaluation. Within thirty (30) days of the delivery of the written evaluation to Employee, the Board shall meet with Employee to discuss the evaluation. Failure to evaluate Employee shall in no way impair ECRA’s ability to terminate Employee consistent with Section 13 herein.

7. **EXPENSE REIMBURSEMENT.** ECRA shall reimburse Employee for all documented actual and necessary expenses personally incurred within the scope of employment in accordance with applicable ECRA policy and authorization.

8. **RIGHT TO RETURN.** In the event Employee is not hired to continue in the Executive Director position at any time during the term of this Agreement, Employee shall have the right to return

to the position of Credentialed Counselor / Teacher at ECRA consistent with the terms of an employment contract for that position. Should Employee return to this Credentialed Counselor / Teacher position, he will do so with his initial seniority date with LAUSD.

9. **FINGERPRINTING/TB CLEARANCE.** Fingerprint clearance for Employee will be acquired through submitting Employee’s fingerprints to the California Department of Justice. Employee will be required to assume the cost of all fees related to the fingerprinting process and will be required to submit evidence from a licensed physician that he was found to be free from tuberculosis risk factors, or active tuberculosis if risk factors were identified. Both clearances must be in place prior to the first day of service.
  
10. **CHILD ABUSE AND NEGLECT REPORTING.** California Penal Code § 11166 requires any child care custodian who has knowledge of, or observes, a child in his or her professional capacity or within the scope of his or her employment whom he or she knows or reasonably suspects has been the victim of child abuse to report the known or suspected instance of child abuse to a child protective agency immediately, or as soon as practically possible, by telephone and to prepare and send a written report thereof within thirty-six (36) hours of receiving the information concerning the incident. By executing this Agreement, Employee acknowledges he is a child care custodian and is certifying that he has knowledge of California Penal Code § 11166 and will comply with its provisions.
  
11. **CONFLICTS OF INTEREST.** Employee understands that, while employed at the School, he will have access to confidential and proprietary information. Employee therefore shall not maintain employment or contracts for employment, or engage in any consultant or independent contractor relationship, with any other agency or school that will in any way conflict with his employment with ECRA.

12. **OUTSIDE PROFESSIONAL ACTIVITIES**

Upon obtaining prior written approval of the Executive Director, Employee may undertake for consideration outside professional activities, including consulting, speaking, and writing. The outside activities shall not occur during regular work hours. ECRA shall in no way be responsible for any expenses attendant to the performance of such outside activities.

13. **TERMINATION OF CONTRACT**

This Agreement may be terminated by any of the following:

- a. **Termination For Cause:** Employee may be terminated by the Board at any time for cause. In addition, Employee may be disciplined (e.g. reprimand, suspension without pay) for cause during the term of this Agreement. “Cause” shall include, but is not limited to, breach of this Agreement; any ground enumerated in the Employee Handbook; or Employee’s failure to perform his duties as set forth in this Agreement, as defined by law, or as specified in the above-mentioned and incorporated by reference job specification.

The Board shall not terminate this Agreement pursuant to this paragraph until a written statement of the grounds of termination has first been served upon Employee. Employee shall have the right to a representative of his choice at a conference with the Board. The conference with the Board shall be Employee’s exclusive right to any hearing otherwise required by law.



- b. **Early Termination Without Cause:** The Board may unilaterally and without cause or advance notice terminate this Agreement. In consideration of the Board's right to terminate this Agreement without cause, the Board shall pay to Employee his salary for a period of time not to exceed six (6) months, or the remaining term of the Agreement, whichever is less.
  - c. **Death or Incapacitation of Employee:** The death of Employee shall terminate this Agreement and all rights entitled under this Agreement. In the event that Employee becomes incapacitated to the extent that, in the judgment of the Board, Employee may no longer perform the essential functions of his job with or without reasonable accommodation, as set forth in job specifications, the Board may terminate this Agreement.
  - d. **Revocation/Nonrenewal:** In the event that the ECRA charter with its granting agency is either revoked or nonrenewed, this Agreement shall terminate immediately upon the effective date of the revocation/nonrenewal of the charter, and without the need for the process outlined in Section a or b above.
14. **NON-RENEWAL/EXPIRATION OF TERM.** The Board may elect not to offer future employment agreements to Employee at its sole discretion, without cause, and this Agreement will lapse by its own terms.
15. **REQUIRED CONTRACT PROVISIONS.** The following provisions are required to be included in this Agreement by the California Government Code:
- a. **Limitations on Cash Settlement.** In no case upon termination of this Agreement shall the maximum cash settlement exceed an amount equal to the monthly salary of Employee multiplied by twelve (12).
  - b. **Required Reimbursements.** Employee shall be required to reimburse ECRA for any salary or fees he receives from ECRA in relation to his placement on paid administrative leave pending criminal charges if he is convicted of a crime involving the abuse of his office/position. Regardless of the term of this Agreement, if the Agreement is terminated, Employee must reimburse ECRA for any cash settlement he receives in relation to his termination if he is convicted of a crime involving the abuse of his office/position.
16. **ENTIRE AGREEMENT.** This Agreement supersedes any and all other Agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other Agreement, statement or promise related to the subject matter of this Agreement which is not contained in this Agreement shall be valid or binding.
17. **WAIVER.** Either party to this Agreement may specifically and expressly waive, in writing, compliance by the other party thereto with any term, condition or requirements set forth in this Agreement. Either party to this Agreement may specifically and expressly waive, in writing, any breach of any term, condition or requirement of this Agreement by the other party hereto. However, in the event that either party makes or gives such a waiver, such action shall not constitute a further or continuing waiver of any preceding or succeeding breach, or requirement of compliance with, the same or any other provision or contractual requirement, unless a specific statement to the contrary is contained with such waiver. No waiver or consent shall

be implied from the silence or from the failure of any party to act, except as otherwise specified in this Agreement.

- 18. **JURISDICTION.** The parties hereby understand and agree that this Agreement, and the attachments hereto, have been negotiated and executed in the State of California and shall be governed by, and construed under, the laws of the State of California.
- 19. **AMENDMENTS.** No addition to, or modification of, any provision contained in this Agreement shall be effective unless fully set forth in writing *and* signed by the authorized representative of both of the parties hereto.
- 20. **INTERPRETATION AND OPPORTUNITY TO COUNSEL.** The parties hereto acknowledge and agree that each has been given an opportunity to independently review this Agreement with legal counsel. In the event of a controversy or dispute between the parties concerning the provisions herein, this document shall be interpreted according to the provisions herein and no presumption shall arise concerning the draftsman of such provision.
- 21. **SEVERABILITY.** If any term, provision, condition or covenant of the Agreement shall, to any extent, be held invalid or unenforceable, the remainder of the Agreement shall not be affected thereby, and each term and provision of this Agreement shall be valid and enforceable to the fullest extent provided by law.
- 22. **EXECUTION OF COUNTERPARTS.** This Agreement may be executed in any number of counterparts, each of which shall be deemed a duplicate original when all counterparts are executed, but all of which constitute a single instrument.
- 23. **SIGNATURES.** In witness therein, we affix our signatures to this Agreement with the full and complete understanding of the relationship between the parties hereto.

**The Governing Board of and on Behalf  
of ECRA**

Dated: \_\_\_\_\_

By: \_\_\_\_\_  
Scott Silverstein, Board Chair

Dated: \_\_\_\_\_

\_\_\_\_\_  
David L. Hussey

*This Employment Agreement is subject to ratification and  
approval by the Governing Board of ECRA.*

## ATTACHMENT A

The Executive Director serves as the educational leader and chief executive of ECRCHS. The Executive Director is the School's top ambassador; he is responsible for ensuring that the School stays true to its mission and for guiding the School toward the fulfillment of its vision and future goals. The Executive Director oversees all educational and operational functions of the School, including but not limited to the direction of the instructional program, the evaluation of staff, and the operation of the school facility. The Executive Director is responsible for delegating tasks to his team of Assistant Principals and business staff. The Executive Director is expected to participate in school activities and engage in proactive and positive community leadership. The Executive Director reports to the ECRCHS Board of Directors. The Executive Director of ECRCHS shall hold an appropriate Administrative Services Credential authorizing service as a Principal at the secondary school level. The Executive Director must also possess training in the broad aspects of school administration, instructional strategies, and curriculum development. A minimum of five (5) years of teaching experience and five (5) years of administrative experience is required. Experience in a traditional public school or charter school setting is preferred. An applicant without a current Administrative Services Credential may be considered only if the applicant provides evidence of five or more years of public school administrative experience.

The Executive Director shall perform assigned tasks as directed by the ECRCHS Board of Directors and shall be required to undertake some or all of the tasks detailed below. These tasks may include but are not limited to the following:

- Ensure that the School stays true to its mission.
- Guide the School toward the fulfillment of its vision and future goals.
- Communicate with and report to the Board of Directors.
- Oversee implementation of policies established by the Board of Directors.
- Oversee School finances and take actions to ensure financial stability and accurate financial records.
- Oversee the recommendations of employee hiring, promotion, discipline, and/or dismissal.
- Encourage and support teacher professional development.
- Ensure that appropriate evaluation techniques are used for both students and staff.
- Take responsible steps to secure full and regular attendance of students enrolled in accordance with policies established by the Board of Directors.
- Oversee student discipline, and as necessary participate in the suspension and expulsion process.
- Oversee a system to handle organizational tasks such as student records, teacher records, teacher credentialing information, contemporaneous attendance logs, purchasing, budgets, and timetables.
- Promote the School in the community, encourage positive public relations and interact effectively with media.
- Take an active role in fundraising and grant writing for the School.
- Ensure compliance with all applicable state and federal laws.
- Complete and submit required documents as requested or required by the charter and/or Board of Directors and/or the District.
- Attend District administrative meetings as requested by the District and stay in direct contact with the District regarding changes, progress, etc.
- Present independent fiscal audit to the Board of Directors and after review by the Board of Trustees, present audit to the District, the County Superintendent of Schools, the State Controller, and the California Department of Education.

# Cover Sheet

## Possible Board Approval of Employment Agreement for Chief Compliance Officer

**Section:** VI. Reconvene to Open Session  
**Item:** E. Possible Board Approval of Employment Agreement for Chief Compliance Officer  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** 2020-23 CCO Employment Agreement.pdf

**FIXED TERM EMPLOYMENT AGREEMENT**  
**Between**  
**EL CAMINO REAL ALLIANCE & DANIEL CHANG**

This Employment Agreement (“Agreement”) is entered into by and between the above-named employee (“Employee”) and the Governing Board (“Board”) of El Camino Real Alliance (“ECRA”), a California public charter school approved by the Los Angeles Unified School District (“District”). The Board desires to hire employees who will assist the Board in achieving the goals and meeting the requirements of ECRA’s charter. The parties recognize that the provisions of the California Education Code do not govern ECRA, except as expressly set forth in the Charter Schools Act of 1992 and its successors.

**RECITALS**

WHEREAS, ECRA is a charter school, organized and operating pursuant to the provisions of the Charter document (“Charter”) and applicable law; and

WHEREAS, ECRA is authorized pursuant to the terms of the Charter to appoint and hire Employee to assist the Board and to carry out the duties and functions as outlined in the job description attached and incorporated to this Agreement as **Attachment A**; and

WHEREAS, ECRA desires to retain the services of Employee of ECRA by way of this Agreement and Employee is qualified to perform such duties; and

WHEREAS, Employee and ECRA desire to formalize the employment relationship by way of this Agreement;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual terms and conditions contained herein, the parties hereto do agree as follows:

**AGREEMENT**

1. **TERM AND WORK SCHEDULE**

Subject to Section 12, “Termination of Contract” herein, ECRA hereby employs Employee to serve as the Chief Compliance Officer for a term to commence on July 1, 2020 and end on June 30, 2023.

The Chief Compliance Officer position is a full-time position exempt from overtime law. As a minimum performance requirement, the work schedule for the Employee shall be Monday through Friday, with daily work hours at the School of 7 a.m. to 3:30 p.m. As this position is exempt from overtime, additional duties of the Employee may need to be performed outside of the daily work schedule.

Employee will not render services in person or by electronic means, paid or otherwise, for any other person or entity during contracted work hours with ECRA.

2. **COMPENSATION.** Employee will receive a monthly salary based upon a gross base annual salary of **\$138,331.00** (inclusive of all stipends and differentials), subject to all regular withholdings. Employee’s compensation may be prorated depending on whether Employee remains employed, or in active work status, for all scheduled work days of the

position. Based upon the annual performance of the Employee as documented in the performance evaluation, as well as the financial stability of the School, the Employee may be eligible, on an annual basis, to receive additional compensation in the form of a salary increase or bonus from the Board.

3. **BENEFITS.**

- a. **Health/Retirement Benefits.** At the School’s expense, Employee shall be afforded such health benefits as shall be granted to ECRA’s certificated employees, including entitlement to participation in PERS or STRS as applicable, subject to program and eligibility requirements.
- b. **Vacation:** Employee is also entitled to vacation to be accrued at the rate of two (2) days per month (twenty-four (24) days annually). During the first six (6) months of employment, vacation time will accrue but may not be utilized. Vacation time may not be utilized before it is earned. Vacation can accrue up to a maximum of thirty-six (36) days of pay. Once this cap is reached, no further vacation will accrue until some vacation is used. When some vacation is used, vacation compensation will begin to accrue again. There is no retroactive grant of vacation compensation for the period of time the accrued vacation compensation was at the cap.
- c. **Sick Leave.** Employee shall be entitled to thirteen (13) sick days annually. Sick days carry over from year to year but are not paid out.
- d. **Holidays.** Employee shall take holiday days according to the calendar of holidays observed by the School annually.
- e. **Technology.** ECRCHS will provide Employee a cell reimbursement of \$50.00 per month.

4. **DUTIES.** Employee shall perform the duties of Employee as directed by the Board, Board Policy or procedures, prescribed by the Charter, or specified in the attached job description which is incorporated by reference as **Attachment A** to this Agreement. This description and the job duties for Employee may be altered from time to time by the Board. Employee is exempt from overtime law.

5. **WORK YEAR.** In accordance with the term of this Agreement, Employee shall be required to work consistent with the work calendar for this position throughout the school year.

6. **EVALUATION.** The Executive Director shall evaluate the performance of Employee at least once annually. This evaluation shall be based on the job description and any other mutually developed goals or standards. If applicable, the evaluation shall include recommendations as to areas of improvement in all instances where the Executive Director deems such to be necessary or appropriate. A copy of the written evaluation shall be delivered to Employee and he or she shall have the right to make an oral or written response to the evaluation. Within thirty (30) days of the delivery of the written evaluation to Employee, the Executive Director shall meet with Employee to discuss the evaluation.

7. **EXPENSE REIMBURSEMENT.** ECRA shall reimburse Employee for all documented actual and necessary expenses personally incurred within the scope of employment in accordance with applicable ECRA policy and authorization.

8. **FINGERPRINTING/TB CLEARANCE.** Fingerprint clearance for Employee will be acquired through submitting Employee's fingerprints to the California Department of Justice. Employee will be required to assume the cost of all fees related to the fingerprinting process and will be required to submit evidence from a licensed physician that he/she was found to be free from active tuberculosis. Both clearances need to be in place prior to the first day of service.
9. **CHILD ABUSE AND NEGLECT REPORTING.** California Penal Code § 11166 requires any child care custodian who has knowledge of, or observes, a child in his or her professional capacity or within the scope of his or her employment whom he or she knows or reasonably suspects has been the victim of child abuse to report the known or suspected instance of child abuse to a child protective agency immediately, or as soon as practically possible, by telephone and to prepare and send a written report thereof within thirty-six (36) hours of receiving the information concerning the incident. By executing this Agreement, Employee acknowledges he/she is a child care custodian and is certifying that he/she has knowledge of California Penal Code § 11166 and will comply with its provisions.
10. **CONFLICTS OF INTEREST.** Employee understands that, while employed at the School, he or she will have access to confidential and proprietary information. Employee therefore shall not maintain employment or contracts for employment, or engage in any consultant or independent contractor relationship, with any other agency or school that will in any way conflict with his/her employment with ECRA.

11. **OUTSIDE PROFESSIONAL ACTIVITIES**

Upon obtaining prior written approval of the Executive Director, Employee may undertake for consideration outside professional activities, including consulting, speaking, and writing. The outside activities shall not occur during regular work hours. ECRA shall in no way be responsible for any expenses attendant to the performance of such outside activities.

12. **TERMINATION OF CONTRACT**

This Agreement may be terminated by any of the following:

- a. **Termination For Cause:** Employee may be terminated by the Board at any time for cause. In addition, Employee may be disciplined (e.g. reprimand, suspension without pay) for cause during the term of this Agreement. "Cause" shall include, but is not limited to, breach of this Agreement; any ground enumerated in the Employee Handbook; or Employee's failure to perform his/her duties as set forth in this Agreement, as defined by law, or as specified in the above-mentioned and incorporated by reference job specification.

The Board shall not terminate this Agreement pursuant to this paragraph until a written statement of the grounds of termination has first been served upon Employee. Employee shall have the right to a representative of his/her choice at a conference with the Board. The conference with the Board shall be Employee's exclusive right to any hearing otherwise required by law.

- b. **Early Termination Without Cause:** The Board may unilaterally and without cause or advance notice terminate this Agreement. In consideration of the Board's right to

terminate this Agreement without cause, the Board shall pay to Employee his/her salary for a period of time not to exceed three (3) months, or the remaining term of the Agreement, whichever is less.

- c. **Death or Incapacitation of Employee:** The death of Employee shall terminate this Agreement and all rights entitled under this Agreement. In the event that Employee becomes incapacitated to the extent that, in the judgment of the Board, Employee may no longer perform the essential functions of his/her job with or without reasonable accommodation, as set forth in job specifications, the Board may terminate this Agreement.
  - d. **Revocation/Nonrenewal:** In the event that the ECRA charter with its granting agency is either revoked or nonrenewed, this Agreement shall terminate immediately upon the effective date of the revocation/nonrenewal of the charter, and without the need for the process outlined in Section b above.
13. **NON-RENEWAL/EXPIRATION OF TERM.** The Board may elect not to offer future employment agreements to Employee at its sole discretion, without cause, and this Agreement will lapse by its own terms.
14. **REQUIRED CONTRACT PROVISIONS.** The following provisions are required to be included in this Agreement by the California Government Code:
- a. **Limitations on Cash Settlement.** In no case upon termination of this Agreement shall the maximum cash settlement exceed an amount equal to the monthly salary of the Employee multiplied by 6.
  - b. **Required Reimbursements.** The Employee shall be required to reimburse ECRA for any salary or fees he/she receives from ECRA in relation to his/her placement on paid administrative leave pending criminal charges if he/she is convicted of a crime involving the abuse of his/her office/position. Regardless of the term of this Agreement, if the Agreement is terminated, the Employee must reimburse ECRA for any cash settlement he/she receives in relation to his/her termination if he/she is convicted of a crime involving the abuse of his/her office/position.
15. **ENTIRE AGREEMENT.** This Agreement supersedes any and all other Agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other Agreement, statement or promise related to the subject matter of this Agreement which is not contained in this Agreement shall be valid or binding.
16. **WAIVER.** Either party to this Agreement may specifically and expressly waive, in writing, compliance by the other party thereto with any term, condition or requirements set forth in this Agreement. Either party to this Agreement may specifically and expressly waive, in writing, any breach of any term, condition or requirement of this Agreement by the other party hereto. However, in the event that either party makes or gives such a waiver, such action shall not constitute a further or continuing waiver of any preceding or succeeding breach, or requirement of compliance with, the same or any other provision or contractual requirement, unless a specific statement to the contrary is contained with such waiver. No waiver or consent shall be implied from the silence or from the failure of any party to act, except as otherwise specified in this Agreement.



- 17. **JURISDICTION.** The parties hereby understand and agree that this Agreement, and the attachments hereto, have been negotiated and executed in the State of California and shall be governed by, and construed under, the laws of the State of California.
- 18. **AMENDMENTS.** No addition to, or modification of, any provision contained in this Agreement shall be effective unless fully set forth in writing *and* signed by the authorized representative of both of the parties hereto.
- 19. **INTERPRETATION AND OPPORTUNITY TO COUNSEL.** The parties hereto acknowledge and agree that each has been given an opportunity to independently review this Agreement with legal counsel. In the event of a controversy or dispute between the parties concerning the provisions herein, this document shall be interpreted according to the provisions herein and no presumption shall arise concerning the draftsman of such provision.
- 20. **SEVERABILITY.** If any term, provision, condition or covenant of the Agreement shall, to any extent, be held invalid or unenforceable, the remainder of the Agreement shall not be affected thereby, and each term and provision of this Agreement shall be valid and enforceable to the fullest extent provided by law.
- 21. **EXECUTION OF COUNTERPARTS.** This Agreement may be executed in any number of counterparts, each of which shall be deemed a duplicate original when all counterparts are executed, but all of which constitute a single instrument.
- 22. **SIGNATURES.** In witness therein, we affix our signatures to this Agreement with the full and complete understanding of the relationship between the parties hereto.

The Governing Board of and on Behalf  
of ECRA

DATED: \_\_\_\_\_

By: \_\_\_\_\_  
Scott Silverstein, Chair

DATED: \_\_\_\_\_

\_\_\_\_\_  
Daniel Chang

*This Employment Agreement is subject to ratification and approval by the Governing Board of ECRA.*

## ATTACHMENT A

The Chief Compliance Officer will be responsible for ensuring 100% compliance with all relevant and applicable governance, charter laws, education code, collective bargaining agreements, the school's charter petition, and oversee requirements (for example, LAUSD). The CCO will develop, refine, and manage a regional compliance calendar, data dictionary, and standard processes and protocols. In addition, the CCO will work closely with the School Board, Administration, Technology, and Business Office to meet ongoing compliance deadlines.

### **Day to Day Responsibilities:**

- Develop and manage a regional compliance calendar (i.e., a comprehensive list of federal, state, and reporting deadlines as well as a thoughtful list of activities that schools and departments will need to complete throughout the year to meet these deadlines).
- Refine and manage regional compliance policies, processes, and protocols (i.e., creating a data dictionary that defines how ECRCHS calculates commonly used terms, creating process maps for collection, analysis, and use of key data metrics to ensure clarity and efficiency).
- Work closely with school leaders, assistant principals, and department leaders to share compliance requirements.
- Oversee the compliance specific board meeting agenda and minutes to ensure all compliance deliverables are being met accordingly; work closely with relevant team members to ensure timely project management of all applicable internal and external deadlines.
- Train assistant principals and department leaders as needed on updated and/or new requirements.
- Work closely with school leaders, assistant principals, and department leaders to ensure all impacted groups are complying with current processes and policies and to ensure the organization is meeting deadlines in the most efficient and effective manner possible.
- Lend expertise and exercise a consultative approach specific to compliance requirements and proper use cases for all required meetings and committees that involve stakeholders.
- Receive and fulfill all requests made under the Public Records Act.
- Oversee compliance with LAUSD Charter Transparency Resolution.
- Ensure compliance with CALPADS reporting requirements.
- Work closely with the Chief Business Officer to ensure compliance with miscellaneous (international students, trust accounts, civic center, fundraising, ASB, school-sponsored activities).
- Provide ad-hoc reporting upon request.