



5440 Valley Circle Blvd.
Woodland Hills CA 91367

*Home of Academic, Athletic,
& Artistic Excellence*

September 26, 2023

Dear Jose Cole-Gutierrez,

El Camino Real Charter High School is making a request for a material revision to its charter to align with its most recent bylaw changes to Board member term limits.

The current bylaws state that "Board members may serve two (2) consecutive terms. After a one-term absence from the Board, an individual is eligible for election/appointment to the Board." This means that board members can serve a maximum of two consecutive terms and then must take a break for at least one term before they can be reelected or reappointed.

Removing the term limits for board members at El Camino Charter School is a beneficial change for the organization for the following reasons:

- **Reducing Disruption:** Term limits can sometimes lead to frequent turnover on the board.
- **Long-Term Planning:** Board members with the option to serve consecutive terms can engage in long-term planning and strategy development.
- **Expertise and Specialization:** Over time, board members may develop expertise in specific areas relevant to the school's mission and goals.
- **Consistency in Leadership Direction:** Continuous board leadership can lead to a consistent and stable direction for the school.
- **Flexibility for Exceptional Board Members:** In some cases, there may be exceptional board members who have made significant contributions to the school's success.

Thank you,

Brad Wright
ECRA Board Chair



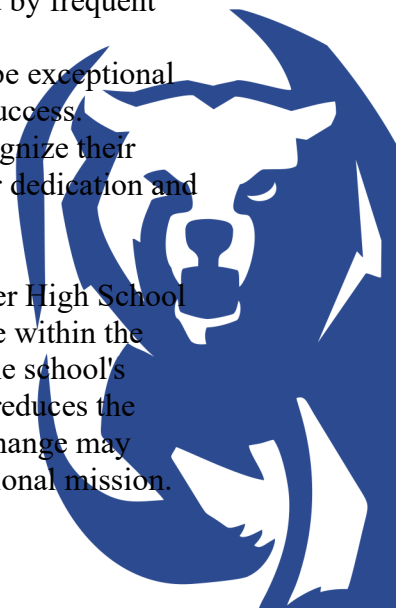
ITEM 2: Analysis and Discussion

Removing the term limits for board members at El Camino Charter School is a beneficial change for the organization for the following reasons:

Continuity and Experience: Allowing board members to serve consecutive terms provides the school with the advantage of continuity in leadership. Experienced board members who are familiar with the school's history, challenges, and goals can provide valuable insights and stability to the governance of the school. They can draw on their knowledge and experience to make informed decisions and navigate complex issues effectively.

1. **Reducing Disruption:** Term limits can sometimes lead to frequent turnover on the board. While turnover can bring in new perspectives, it can also disrupt the stability and effectiveness of the board. Removing term limits reduces the need for frequent transitions in board leadership, ensuring a smoother and more consistent governance process.
2. **Long-Term Planning:** Board members with the option to serve consecutive terms can engage in long-term planning and strategy development. They can commit to multi-year projects and initiatives without the concern of being forced to step down after a specific term. This can be particularly advantageous when implementing educational programs or pursuing strategic objectives that require sustained effort over several years.
3. **Expertise and Specialization:** Over time, board members may develop expertise in specific areas relevant to the school's mission and goals. Allowing them to serve consecutive terms enables the board to retain individuals with specialized knowledge, such as educational policy, finance, or legal matters. This expertise can be invaluable in addressing complex challenges.
4. **Consistency in Leadership Direction:** Continuous board leadership can lead to a consistent and stable direction for the school. Changes in leadership can sometimes result in shifts in priorities and objectives. With a stable board, the school can maintain a consistent vision and focus on long-term goals without disruptions caused by frequent leadership transitions.
5. **Flexibility for Exceptional Board Members:** In some cases, there may be exceptional board members who have made significant contributions to the school's success. Allowing them to serve consecutive terms can be a way to retain and recognize their valuable contributions, ensuring the school continues to benefit from their dedication and expertise.

In conclusion, removing term limits for board members at El Camino Real Charter High School will be a beneficial change because it promotes continuity, stability, and expertise within the board, enabling them to make informed, long-term decisions in alignment with the school's mission and vision. It offers flexibility to retain outstanding board members and reduces the potential disruptions caused by frequent changes in leadership. Ultimately, this change may contribute to the school's overall effectiveness and success in fulfilling its educational mission.



ITEM 3: School's clear identification and description of proposed change

El Camion Real Charter High School is submitting a material revision due to ECRA's Board approving the removal of the following language from its bylaws: "~~Board members may serve two (2) consecutive terms. After a one-term absence from the Board, an individual is eligible for election/appointment to the Board.~~" The organization is requesting approval of the charter material revision so that it will be in alignment with the change in the bylaws. Page 161 of El Camino's current approved charter has the board member term limit language that has been removed from ECRA's bylaws.

Existing Bylaws:

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





El Camino Real Charter High School

Regular Board meeting

June 22, 2023 Regular Board Meeting

Date and Time

Thursday June 22, 2023 at 5:30 PM PDT

Location

Grieb (Little) Theater - 5440 Valley Circle Blvd. Woodland Hills CA 91367

REGULAR BOARD MEETING

For 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).

ATTENTION:

WE HAVE RETURNED TO "IN-PERSON" REGULAR AND SPECIAL BOARD MEETINGS AND COMMITTEE MEETINGS.

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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 or more motions 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 vote(s) on the Consent Agenda item(s). The Executive Director recommends approval of all consent agenda items.

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Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
Opening Items			
A. Call the Meeting to Order		Brad Wright	1 m
B. Record Attendance and Guests		TBD	1 m
C. Pledge of Allegiance to the United States of America (USA)		David Hussey	1 m
D. Public Comments		Public	30 m
NOTE: These presentations, effective with the March 24th, 2022, Regular Board Meeting, are limited to two (2) minutes and total time allotted to non-agenda items will not exceed thirty (30) minutes.			
PLEASE SEE ADDITIONAL IMPORTANT INFORMATION ABOVE IN AGENDA NOTICE REGARDING PUBLIC COMMENTS.			
THANK YOU.			
E. Executive Director Update		D. Hussey	10 m
F. Chief Business Officer Update		Gregory Wood	10 m

	Purpose	Presenter	Time
G. Board Committee Updates	Discuss	Brad Wright	10 m
H. Board Chair Update	Discuss	Brad Wright	10 m
II. Consent			6:43 PM
A. Approve Minutes of the May 25th, 2023, Regular Board Meeting (TABLED) Minutes will be logged for next months's board meeting	Approve Minutes	Brad Wright	1 m
B. Approve the May 2023, Check Registers These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.	Vote	Brad Wright	1 m
C. Approve the May 2023, Credit Card Charges These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.	Vote	Brad Wright	1 m
III. Investment			6:46 PM
A. May 2023 Investment Update Mr. Gregory Wood, CBO, will present the May, 2023, Investment Update provided by Beacon Pointe, as presented at the June 15, 2023, Finance and Investment Committee Meeting.	Discuss	Gregory Wood	5 m
IV. Finance			6:51 PM
A. CARES Act Update ECR CBO Gregory Wood, and Arleta Ilyas, Director of Finance & Accounting, will present an update to ECRCHS CARES act funding. These had been discussed at the June 15, 2023, Finance and Investment Committee Meeting.	Discuss	G. Wood/A. Ilyas	10 m
B. Discussion and Vote on 2023-2024 ICON School Management Contract Renewal Mr. Wood, CBO, will lead a discussion prior to the vote on whether or not to recommend renewal of the ICON School Management Services contract to the full Board. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.	Vote	Gregory Wood	10 m

	Purpose	Presenter	Time
C.	Discussion and Vote on 2023-2024 CharterSAFE General and Worker's Comp Insurance Contract Renewal	Vote Gregory Wood	5 m
	<p>Mr. Wood, CBO, will lead a discussion prior to the vote on whether or not to recommend a renewal of the CharterSAFE contract to the full Board. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.</p>		
D.	Discuss and Vote Approval of Additional Biology Textbooks	Vote Greg Wood/Danielle Malconian	10 m
	<p>Mr. Wood, CBO and Danielle Malconian will lead a discussion prior to the vote on whether or not the Committee will vote to recommend that the full Board approve additional biology textbooks for the biology program. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.</p>		
V.	Governance		7:26 PM
A.	Discuss and Vote Board Term Limits	Vote Brad Wright	10 m
	<p>The El Camino Real Alliance Board of Directors, which operates El Camino Real Charter High School, is seeking public opinions regarding a proposal to revise Article VII, Section 5 of its Bylaws which currently restricts Board members to two (2) consecutive three-year terms. Under the proposal, Board members would still be required to be reelected/reappointed every three years but without a term limit</p>		
B.	Discuss and Vote on Board Member Eligibility	Vote Brad Wright	10 m
	<p>Regarding the El Camino Real Alliance Board of Directors, Board members will discuss and vote on eligibility requirements for dismissed board members and terminated employees.</p>		
VI.	School Business		7:46 PM
A.	Discussion and Vote on the Local Control Accountability Plan (LCAP) 2023-24 Proposed Goals and Actions	Vote Minita Clark	20 m
	<p>Ms. Clark, Administrative Director, will lead a discussion and vote on whether or not to</p>		

	Purpose	Presenter	Time	
	recommend that the full Board approve the 23-24 LCAP Proposed Goals and Actions. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			
B.	Capitalization Budget Proposal	Vote	Fernando Delgado	5 m
	Mr. Delgado will lead a discussion to recommend the capital facilities budget proposal for 2023-2024. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			
C.	Marketing Budget Proposal	Vote	Ricardo Covarrubias	5 m
	Mr. Covarrubias, Marketing Coordinator, and Mr. Guinto, Director of Technology, will lead a discussion to recommend the marketing budget proposal for 2023-2024. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			
D.	Discussion and Vote on Proposed 23-24 ECRCHS Budget	Vote	G.Wood/A.Ilyas	10 m
	Mr. Wood will lead a discussion prior to a vote on whether or not to recommend that the full Board approve the proposed 2023-2024 ECRCHS budget. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			
E.	Discuss and Vote for the Approval of the 2023-2024 LCFF Prop 39 Budget	Vote	Gregory Wood	5 m
	Discuss and Vote on the State Required 2023-2024 Prop 39 budget as required by the State of California.			
F.	Discuss and Vote on 2023-2024 Consolidated Application and Reporting System (CARS)	Vote	Gregory Wood/ Arleta Ilyas	5 m
	Mr. Wood, CBO, will lead a discussion and vote on whether or not to recommend the 2023-2024 CARS application for federal funding. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			
G.	Fund Balance Designation	Vote	Gregory Wood/ Danielle Malconian	10 m
	Mr. Wood, CBO, will lead a discussion on the creation and designating of a fund balance for deferred maintenance projects in facilities and technology. These had been recommended for approval at the June 15, 2023, Finance and Investment Committee Meeting.			

	Purpose	Presenter	Time
VII. Closed Session			8:46 PM
A. Public Employee Discipline/Dismissal/Release	Discuss	David Hussey	10 m
Public employee discipline / dismissal / release pursuant to paragraph (1) of subdivision (b) of Government Code Section 54957			
B. Conference with Legal Counsel - Anticipated Litigation	Discuss	David Hussey	10 m
Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Section 54956.9: (3) cases			
C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION - Executive Director Evaluation	Discuss	Linda Ibach	10 m
VIII. Reconvene to Open Session			9:16 PM
A. Report on Actions Taken in Closed Session, If Any	Discuss	Brad Wright	1 m
B. Board Approval of Compensation Comparability Study for Executive Director Position	Vote	Brad Wright	5 m
The Board will discuss the Resolution Regarding Executive Compensation for Executive Director.			
C. Board Chair: Required Oral Report Regarding Executive Director Employment Agreement	Vote	Brad Wright	5 m
Board Chair, Brad Wright, will report regarding the Executive Director Employment Agreement.			
D. Board Approval of Executive Director Employment Contract.	Vote	Brad Wright	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			

	Purpose	Presenter	Time
6. Differentials			
IX. Closing Items			9:32 PM
A. Adjourn Meeting	Vote	Brad Wright	1 m

DRAFT



El Camino Real Charter High School

Minutes

Regular Board meeting

June 22, 2023 Regular Board Meeting

Date and Time

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Location

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Directors Present

Alexandra Ramirez, Brad Wright, Daniela Lopez-Vargas, Danielle Malconian, Gregg Solkovits, Linda Ibach, Steven Kofahl

Directors Absent

None

Guests Present

David Hussey, Emilie Larew, Gregory Wood

I. Opening Items

A. Call the Meeting to Order

Brad Wright called a meeting of the board of directors of El Camino Real Charter High School to order on Thursday Jun 22, 2023 at 5:41 PM.

B. Record Attendance and Guests

C. Pledge of Allegiance to the United States of America (USA)

Mr. Edward Reynolds led the Pledge of Allegiance.

D.

Public Comments

1. Carlos Monroy spoke about concerns regarding ending Board member term limits.
2. Scott Silverstein spoke about concerns regarding the Board Chair and the Board's versus the Administration's role at the school.
3. Letty Zane spoke about concerns regarding the timing of Board elections for seats with terms ending June 30th.
4. Helen Fouras spoke against changing the policy regarding Board term limits.
5. Montel Hatcher spoke about his belief that the Board is doing a good job.
6. Tony Baraz spoke about his seeing Mr. Wright as the only one outside the school speaking with parents on the day of the lockdown and sees him making sure kids are safe in the mornings with the traffic cones.
7. Edward Reynolds spoke on behalf of Wings Over Wendy's and expressed thanks for the support the organization has received in meeting at the North Campus and their desire to have memorabilia up on the wall.
8. Charne Tunson spoke about importance of two-way communication and the importance for parents to feel like valued stakeholders.
9. Stephanie Franklin shared that she has been an ECR teacher for 16 years, appreciates all the time and work of the Board members, noted the challenges finding people to fill this volunteer role, and expressed support of removing term limits as long as protections remain in case of bad actors.
10. Dana Hill stated he has nothing but positive things to say about the school and the Board. He does not believe in term limits as it creates artificial change only for the sake of change.
11. Cheryl Dorries spoke about supporting the Board's governance role and not having term limits, just like the Friends of ECR Board does not have term limits. She expressed concerns regarding FOECR Board procedures.
12. Ronald Laws shared that his daughter attended ECR as a Freshman last year and he has siblings who attended years ago. He is very pleased with how things have been handled at the school and stated that the Board has done well.
13. Shaw Fann, retired engineer, commented that he has lived within walking distance of ECR for 40 years. He appreciates the traffic control recently implemented and elimination of U-turns and efforts to take care of the school. He also supports the removal of Board term limits.
14. Duncan McIntosh congratulated the school on winning his wife's school search contest after trying to choose the best school for his child. Stated that one of biggest challenges he has seen with agencies and boards is turnover and expressed support for removing Board term limits.
15. Karen Evens, ECR teacher, stated that she is a regular Board meeting attendee and that this is a well selected, elected, and efficient Board. Worked under Mrs. Ibach for 9 years and has utmost respect for her. She supports the removal of term limits.

16. Norris Gumby commented that he is new to West Hills and he have a child who will be attending ECR starting next year. He and his wife both teach at USC. He believes Board term limits are an anachronism and supports the removal of term limits.

E. Executive Director Update

Expressed thanks to ... for graduation a few weeks ago.

Provided an update on the status of the football field. If all goes well, should have new field in less than 30 days.

Updates to cafeteria area, main hall, gymnasium.

Continue to work with LAUSD on the camera system for safety purposes and new bleachers in the gym.

F. Chief Business Officer Update

Mr. Wood introduced the new cafeteria manager.

He noted historic occurrence that CSD gave ECR a perfect score of 4 in areas he oversees...

Budget updates will come under the specific agenda items later in the meeting.

Reviewed funding challenges, enrollment declining across the state...

G. Board Committee Updates

Finance and Investment Committee Update - Chair Ms. Malconian reported they had a robust meeting last week to discuss the financial items on tonight's agenda.

Capitalization Committee - Chair Ms. Malconian recommends quarterly meetings for the coming year.

School Site Safety Committee - Mr. Wright provided update on safety of the school talking about the security team.

Athletics - There was nothing to report.

Executive Director Evaluation - Chair Ms. Ibach reported the evaluation has been completed.

Facilities - Mr. Wright - the cleanest campus has ever been

Instruction - There was nothing to report.

Travel - There was nothing to report.

Technology - There was nothing to report.

H. Board Chair Update

Mr. Wright invited Board members to share updates. Mr. Solkovits highlighted that Board Member Schmerelson has been very helpful to ECR this year. Ms. Ramirez shared that she has noticed that there seems to be some confusion regarding requirements for Board members who have a child attending ECR and noted that the parent representative Board member is the only one who cannot have a child attending the school.

Mr. Wright reviewed information about the upcoming Board elections. Elections will take place in August when school resumes to support the involvement of incoming families in the process. Current Board members will remain in place until new members are seated.

II. Consent

A. Approve Minutes of the May 25th, 2023, Regular Board Meeting (TABLED)

Tabled.

B. Approve the May 2023, Check Registers

Danielle Malconian made a motion to approve the check registers.

Daniela Lopez-Vargas seconded the motion.

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

C. Approve the May 2023, Credit Card Charges

Alexandra Ramirez made a motion to approve the credit card charges.

Danielle Malconian seconded the motion.

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

III. Investment

A. May 2023 Investment Update

Mr. Wood led the discussion and materials were presented during the finance board committee meeting. ECR investments are up 25% for the year and it has been doing well. the review will happen at the end of the month. The OPEB obligation will be closer to be fully funded.

IV. Finance

A. CARES Act Update

Mr. Wood and Ms. Ilyas led the discussion for the CARES Act Update.

Mr. Wood explained that the money must be spent by the deadlines indicated. Any unspent funding at that time must be returned.

Mr. Wright asked if the money rolls over if it does not get spent.

Mr. Wood said that if the money is not spent then it should be given back.

Mr. Solkovits asked as part of the federal debt limit and he read they were going to pull back the unspent money. Is ECR sure about how the money is being spent.

Mr. Wood reviewed information related to the grants and spending deadlines.

B. Discussion and Vote on 2023-2024 ICON School Management Contract Renewal

Mr. Wood reviewed the key points of the contract. The details were mainly presented at the finance board committee meeting.

Danielle Malconian made a motion to approve the...

Alexandra Ramirez seconded the motion.

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

C. Discussion and Vote on 2023-2024 CharterSAFE General and Worker's Comp Insurance Contract Renewal

Mr. Wood reviewed the updates to this year's contract and costs. Most of the information was discussed in the Board Finance Committee meeting. He used a cost breakdown to show why CharterSAFE is the best option for ECR.

Danielle Malconian made a motion to approve the CharterSAFE General and Worker's Comp contract renewal.

Gregg Solkovits seconded the motion.

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

D. Discuss and Vote Approval of Additional Biology Textbooks

Mr. Wood led the discussion as it was presented during the Board finance committee meeting. It is going to the \$171k over 6 years as it will be a 6-year contract.

Danielle Malconian made a motion to approve the additional textbook budget for Biology texts.

Gregg Solkovits seconded the motion.

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

Danielle Malconian made a motion to approve the additional textbook budget for the new Biology textbook.

Gregg Solkovits seconded the motion.

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

V. Governance

A.

Discuss and Vote Board Term Limits

The proposed change to remove one sentence from Section 5 of the Bylaws to remove Board term limits. Instead of stating each board can do a term for 3 years, the proposal is for the Bylaws to state as long as the board is qualified.

Ms. Ibach has received many comments from teachers. She expressed surprise that it came up again so soon after being tabled. She is very concerned about the anonymous letters that have been going around.

Ms. Malconian sees the pros and cons. However, the concerns that were brought up on the public comments led her to believe that term limits may not be a good idea. Teachers and students have been here for many years and there is a huge learning curve to lead a school as a board member.

Mr. Solkovits asked if any parent or community surveys were sent for feedback. Mr. Wright said information was included in the newsletter, but that a survey was not conducted. He reported that he has received many emails both for and against. Mr. Hussey noted that the school requested feedback, but did not conduct a formal survey. Mr. Solkovits does not see a compelling reason to remove term limits, noting how many elected positions in state and federal government have term limits.

Mr. Wright requested that Ms. Larew read the proposed update to the bylaws. Ms. Larew read Section 5, which currently reads... Ms. Larew stated the proposal is to...

There was a motion to amend Section 5, Director's Term, of the Bylaws to remove the language regarding term limits. The motion did not pass.

Mr. Kofahl stated that he wanted to change his vote and made a motion to reconsider. The motion to reconsider passed.

The motion was again made to amend Section 5 of Bylaws to remove the 2 sentences regarding term limit language. This time, the motion passed.

Danielle Malconian made a motion to ...
Steven Kofahl seconded the motion.
The motion did not carry.

Roll Call

Steven Kofahl	No
Daniela Lopez-Vargas	Abstain
Alexandra Ramirez	Aye
Danielle Malconian	Aye
Brad Wright	Aye
Linda Ibach	No

Roll Call

Gregg Solkovits No

Steven Kofahl made a motion to reconsider the amendment to the bylaws.

Alexandra Ramirez seconded the motion.

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

Roll Call

Alexandra Ramirez Aye

Danielle Malconian Aye

Brad Wright Aye

Linda Ibach No

Gregg Solkovits No

Daniela Lopez-Vargas Abstain

Steven Kofahl Aye

Alexandra Ramirez made a motion to amend the Bylaws to remove the language in Section 5 regarding Board member term limits.

Brad Wright seconded the motion.

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

Roll Call

Daniela Lopez-Vargas Abstain

Brad Wright Aye

Gregg Solkovits No

Linda Ibach No

Danielle Malconian Aye

Alexandra Ramirez Aye

Steven Kofahl Aye

B. Discuss and Vote on Board Member Eligibility

Mr. Wright asked Ms. Larew to read the current language and proposed update to Section 3 of the Bylaws regarding Board Member Eligibility.

Daniela Lopez-Vargas made a motion to amend the end of Section 3 of the Bylaws to add, "...".

Danielle Malconian seconded the motion.

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

VI. School Business

A. Discussion and Vote on the Local Control Accountability Plan (LCAP) 2023-24 Proposed Goals and Actions

Ms. Minita Clark presented key points of the LCAP, noting that more detail was shared with the Finance and Investment Committee last week.

Mr. Wood presented information on the LCFF and how the LCAP ties into the school budget planning.

Ms. Clark reviewed the priorities, goals, and areas of focus...

Mr. Hussey noted the alignment with WASC goals related to the addition of the marketing coordinator and the increased focus on two-way communication that is supported through this role...

Ms. Clark and Mr. Hussey reviewed updated plans regarding an attendance dashboard and new methods of follow-up regarding student attendance concerns and trying to reduce chronic absenteeism. They answered Board member's questions regarding the procedures and excused versus unexcused absences.

Ms. Clark reviewed that 11 classrooms received furniture this year.

Danielle Malconian made a motion to approve the LCAP.

Steven Kofahl seconded the motion.

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

B. Capitalization Budget Proposal

Mr. Delgado presented...

Gym and stadium updated
technology updates - CCTV, PA system, Clocks, Network access points
Budget request is for \$1,891,964, funding sources included ESSER III, E-rate, LCAP, and general fund.

The Finance and Investment Committee recommends approval.

Danielle Malconian made a motion to approve the proposed capitalization budget.

Gregg Solkovits seconded the motion.

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

C. Marketing Budget Proposal

Mr. Covarrubias reviewed accomplishments since he started, including increased social media reach by platform.

Mr. Solkovits asked if we have considered migrating off Twitter and is concerned about the negative aspects and hate speech on that platform. Mr. Covarrubias stated that we have been looking at ways to avoid the negative aspects of the community. Mr. Delgado shared that we are looking at options on TikTok. Mr. Solkovits would like ECR to move off of Twitter as soon as reasonably possible.

Mr. C. presented a proposed marketing budget, including costs associated with advertising online and on various social media platforms, bus advertisements, billboards, banners around the school, windscreens, etc. Mr. Hussey noted that this aligns with our WASC goals. Mr. Delgado and Mr. Hussey reviewed how success and return on investment could be tracked for each method. Information about Niche profile was reviewed and Mr. C noted that ECR is not currently a partner. He showed information about how Granada Hills Charter School uses their Niche profile as an example of possibilities. He recommended the Pilot Package budget listed in the materials for a total budget of \$214,500.

The Finance and Investment Committee has recommended approval of this introductory package.

Danielle Malconian made a motion to approve the proposed marketing budget of \$214,500.

Alexandra Ramirez seconded the motion.

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

D. Discussion and Vote on Proposed 23-24 ECRCHS Budget

Mr. Wood reviewed the predicted total revenue and total expenditures. Currently includes a surplus of \$2.1 million to allow for contingencies.

This information was reviewed at the Finance and Investment Committee meeting and the committee recommended approval.

Danielle Malconian made a motion to approved the proposed 2023-2024 ECRCHS budget.

Daniela Lopez-Vargas seconded the motion.

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

Roll Call

Brad Wright	Aye
Linda Ibach	Aye
Gregg Solkovits	Absent
Steven Kofahl	Aye
Daniela Lopez-Vargas	Aye
Danielle Malconian	Aye
Alexandra Ramirez	Aye

E. Discuss and Vote for the Approval of the 2023-2024 LCFF Prop 39 Budget

Mr. Wood explained that the state requires that this be approved separately from the overall budget. He reviewed what is included in the expenditures.

This was not previously presented to the Finance Committee.

Danielle Malconian made a motion to approve...

Steven Kofahl seconded the motion.

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

Roll Call

Brad Wright	Aye
Gregg Solkovits	Absent
Steven Kofahl	Aye
Linda Ibach	Aye
Daniela Lopez-Vargas	Aye
Danielle Malconian	Aye
Alexandra Ramirez	Aye

F. Discuss and Vote on 2023-2024 Consolidated Application and Reporting System (CARS)

...

Steven Kofahl made a motion to approve...

Alexandra Ramirez seconded the motion.

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

G. Fund Balance Designation

...

Gregg Solkovits made a motion to approve the creation of a designated but not restricted fund for deferred maintenance on facilities and technology projects, with the funding to be 20% of the unrestricted fund balance based on the unaudited actuals to be reported in August, contingent upon approval of Financial Policies and Procedures updated for this purpose.

Danielle Malconian seconded the motion.

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

VII. Closed Session

A. Public Employee Discipline/Dismissal/Release

Closed session occurred.

B. Conference with Legal Counsel - Anticipated Litigation

Closed session occurred.

C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION - Executive Director

Closed session occurred.

VIII. Reconvene to Open Session

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

Open session reconvened at 9:52pm.

Ms. Ramirez reported that no actions were taken during closed session.

B. Board Approval of Compensation Comparability Study for Executive Director Position

The Board reviewed compensation comparisons among local large conversion charter schools.

Gregg Solkovits made a motion to approve the compensation study.

Brad Wright seconded the motion.

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

Roll Call

Steven Kofahl	Aye
Alexandra Ramirez	Aye
Danielle Malconian	Aye
Gregg Solkovits	Aye
Brad Wright	Aye
Daniela Lopez-Vargas	Aye
Linda Ibach	Aye

C. Board Chair: Required Oral Report Regarding Executive Director Employment Agreement

Ms. Malconian read the oral report regarding the Executive Director employment agreement....

The term of the contract will be from July 1, 2023 through June 30, 2026... Contractual provisions were reviewed, including compensation related to salary and fringe benefits...

D. Board Approval of Executive Director Employment Contract.

Steven Kofahl made a motion to approve the Executive Director Employment Agreement.

Daniela Lopez-Vargas seconded the motion.

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

Roll Call

Daniela Lopez-Vargas	Aye
Danielle Malconian	Aye
Gregg Solkovits	Aye
Alexandra Ramirez	Aye
Steven Kofahl	Aye
Brad Wright	No
Linda Ibach	Aye

IX. Closing Items

A. Adjourn Meeting

Steven Kofahl made a motion to adjourn the meeting.

Alexandra Ramirez 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 10:00 PM.

Respectfully Submitted,

Alexandra Ramirez

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

ARTICLE I
NAME

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

ARTICLE II
PRINCIPAL OFFICE OF THE CORPORATION

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

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

ARTICLE III
GENERAL AND SPECIFIC PURPOSES; LIMITATIONS

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

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

ARTICLE IV
CONSTRUCTION AND DEFINITIONS

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

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

ARTICLE V DEDICATION OF ASSETS

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

ARTICLE VI CORPORATIONS WITHOUT MEMBERS

Section 1. CORPORATIONS WITHOUT MEMBERS. This corporation shall have no voting members within the meaning of the Nonprofit Corporation Law.

ARTICLE VII BOARD OF DIRECTORS

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

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

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

promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.

- d. Adopt and use a corporate seal; and alter the forms of the seal.

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

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

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

Board members who were removed from office pursuant to these Bylaws and former employees who were dismissed from employment shall be ineligible to serve on the Board of Directors.

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

Section 5. DIRECTORS' TERM. Each director shall hold office for three (3) years and until a successor director has been designated and qualified.

Section 6. NOMINATIONS BY COMMITTEE. The Chair of the Board of Directors or, if none, the President will appoint a committee to designate qualified community representative candidates for designation to the Board of Directors at least thirty (30) days before the date of any designation of directors. The nominating committee shall make its report at least seven (7) days before the date of the designation or at such other time as the Board of Directors may set and the Secretary shall forward to each Board member, with the notice of meeting required by these bylaws, a list of all candidates nominated by committee.

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

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

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

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

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

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

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

Section 14. PLACE OF BOARD OF DIRECTORS MEETINGS. Meetings shall be held at the principal office of the Corporation unless the Board of Directors designates another location in accordance with these bylaws. The Board of Directors may also designate that a meeting be held at any place within the physical boundaries of the county in which the charter school is located. All meetings of the Board of Directors shall be called, held and conducted in accordance with the terms and provisions of the Brown Act. A two-way teleconference location shall be established at each schoolsite.

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

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

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

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

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

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

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

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

- a. At a minimum, a quorum of the members of the Board of Directors shall participate in the teleconference meeting from locations within the physical boundaries of the county in which the charter school is located;
- b. All votes taken during a teleconference meeting shall be by roll call;
- c. If the Board of Directors elects to use teleconferencing, it shall post agendas at all teleconference locations with each teleconference location being identified in the notice and agenda of the meeting;
- d. All locations where a member of the Board of Directors participates in a meeting via teleconference must be fully accessible to members of the public and shall be listed on the agenda;¹
- e. Members of the public must be able to hear what is said during the meeting and shall be provided with an opportunity to address the Board of Directors directly at each teleconference location; and
- f. The agenda shall indicate that members of the public attending a meeting conducted via teleconference need not give their name when entering the conference call.²

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

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

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

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

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

- a. Fill vacancies on the Board of Directors or any committee of the Board;
- b. Amend or repeal bylaws or adopt new bylaws;
- c. Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or subject to repeal; or
- d. Create any other committees of the Board of Directors or appoint the members of committees of the Board.

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

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

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

Section 27. COMPLIANCE WITH CONFLICTS OF INTEREST LAWS. The Corporation and the Board shall comply with applicable conflict of interest laws, including the Political Reform Act, California Corporations Code, and Article 4 (commencing with Section 1090) of Chapter 1 of Division 4 of Title 1 of the Government Code, as set forth in Education Code Section 47604.1, as well as charter school specific conflicts laws as may imposed by reference in the charters of the charter schools operated by the Corporation.

ARTICLE VIII OFFICERS OF THE CORPORATION

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

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

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

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

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

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

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

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

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

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

Section 11. SECRETARY. The Secretary shall keep or cause to be kept, at the corporation's principal office or such other place as the Board of Directors may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The minutes of meetings shall include the time and place that the meeting was held; whether the meeting

was annual, regular, special, or emergency and, if special or emergency, how authorized; the notice given; the names of the directors present at Board of Directors and committee meetings; and the vote or abstention of each board member present for each action taken.

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

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

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

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

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

ARTICLE IX CONTRACTS WITH DIRECTORS

Section 1. CONTRACTS WITH DIRECTORS. The Corporation shall not enter into a contract or transaction in which a director directly or indirectly has a material financial interest (nor shall the Corporation enter into any contract or transaction with any other corporation, firm, association, or other entity in which one or more of the Corporation's directors are directors and have a material financial interest). Pursuant to Education Code section 47604.1 (effective Jan. 1, 2020), notwithstanding Article 4 (commencing with Section 1090) of Chapter 1 of Division 4 of Title 1 of the Government Code, an employee of a charter school shall not be disqualified from serving as a member of the governing body of the charter school because of that employee's employment status. A member of the governing body of a charter school who is also an employee of the charter school shall abstain from voting on, or influencing or attempting to influence another member of the governing body regarding, all matters uniquely affecting that member's employment.

**ARTICLE X
CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES**

Section 1. **CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES.** The Corporation shall not enter into a contract or transaction in which a non-director designated employee (e.g., officers and other key decision-making employees) directly or indirectly has a material financial interest unless all of the requirements in the El Camino Real Alliance Conflict of Interest Code have been fulfilled.

**ARTICLE XI
LOANS TO DIRECTORS AND OFFICERS**

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

**ARTICLE XII
INDEMNIFICATION**

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

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

**ARTICLE XIII
INSURANCE**

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

**ARTICLE XIV
MAINTENANCE OF CORPORATE RECORDS**

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

keep:

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

ARTICLE XV INSPECTION RIGHTS

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

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

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

ARTICLE XVI REQUIRED REPORTS

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

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

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

Section 2. ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS. The Corporation will comply with Corporations Code section 6322.

ARTICLE XVII BYLAW AMENDMENTS

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

ARTICLE XVIII FISCAL YEAR

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

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary of El Camino Real Alliance, a California nonprofit public benefit corporation; that these bylaws, consisting of 12 pages (including this page), are the bylaws of this corporation as originally adopted by the Board of Directors on January 13, 2015, and as amended by the Board of Directors on June 22, 2023; and that these bylaws have not been amended or modified since that date.

Executed on June 22, 2023, at Woodland Hills, California.



Danielle Malconian, Secretary

Item 5: Budget and Cash Flow

See attached:

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EL CAMINO REAL CHARTER HIGH
Budget Cash Flow

	July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance	
2023-24																	
Beginning Cash Balance	July 1 Cash =	21,474,462	22,908,346	21,509,347	21,586,840	22,794,759	21,278,764	19,925,816	22,258,826	21,155,502	19,536,093	21,194,758	19,575,244				
A. REVENUES																	
1. LCFF Sources																	
State Aid - Current Year	8011	887,744	887,744	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	1,597,938	17,754,870	17,754,870	-	
Education Protection Account (EPA) - Current Year	8012	-	-	-	2,723,862	-	-	2,723,862	-	-	2,723,862	-	2,723,862	-	10,895,447	10,895,446	
State Aid - Prior Years	8019	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers to Charter Schools in Lieu of Property Taxes	8096	-	619,240	1,238,480	825,653	825,653	825,653	825,653	1,238,480	722,447	722,447	722,447	1,081,007	10,369,607	10,369,607	-	
Total, LCFF Sources		887,744	1,506,984	2,836,418	5,147,453	2,423,591	2,423,591	5,147,453	2,836,418	2,320,385	5,044,247	2,320,385	5,044,247	1,081,007	39,019,923	39,019,923	-
2. Federal Revenues																	
Special Education - Federal	8181, 8182	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	55,699	724,087	724,087	-
Child Nutrition - Federal	8220	-	-	75,623	75,623	75,623	75,623	75,623	75,623	75,623	75,623	75,623	75,623	75,623	831,854	831,854	-
Other Federal Revenues																	
Title I		-	-	-	-	-	-	87,920	-	-	87,920	-	87,920	87,920	351,680	351,680	-
Title II		-	-	-	-	-	-	16,784	-	-	16,784	-	16,784	16,784	67,136	67,136	-
Title III - EL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title III - Immigrant		-	-	-	-	-	-	7,416	-	-	7,416	-	7,416	7,416	29,665	29,665	-
Title IV		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERKINS		-	-	-	-	-	-	-	-	-	-	-	-	56,173	56,173	56,173	-
ESSER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER II		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER III	8110, 8260-8299	-	-	-	-	-	-	549,603	-	-	-	-	-	549,603	1,099,207	1,099,207	-
ESSER III Learning Loss		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GEER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER II State Reserve		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO GEER II		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER III State Reserve Emergency Needs		-	-	-	-	-	-	85,290	-	-	-	-	-	85,290	170,580	170,580	-
ELO ESSER III State Reserve Learning Loss		-	-	-	-	-	-	184,159	-	-	-	-	-	184,159	368,318	368,318	-
CR (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interagency Services between LEAs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Federal Revenues																	
Total, Federal Revenues		55,699	55,699	131,322	131,322	131,322	131,322	1,062,495	131,322	131,322	491,513	131,322	243,442	1,118,668	3,946,770	3,946,770	-
3. Other State Revenues																	
Child Nutrition - State	8520	-	-	124,643	124,643	124,643	124,643	124,643	124,643	124,643	124,643	124,643	-	1,246,429	1,246,429	-	
State School Facilities Apportionments	8545	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mandated Cost Reimbursement	8550	-	-	-	-	-	163,099	-	-	-	-	-	-	163,099	163,099	-	
State Lottery Revenue	8560	-	-	-	-	-	-	194,074	-	-	194,074	-	194,074	700,643	700,643	-	
Kitchen Infrastructure & Equipment	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Kitchen Infrastructure & Training (7032)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
A-G Completion Grant: A-G Access/Success Grants (7412)	8590	-	-	-	-	-	-	-	-	-	-	-	-	345,050	345,050	345,050	
A-G Completion Grant: Learning Loss & Mitigation (7413)	8590	-	-	-	-	-	-	-	-	-	-	-	-	129,358	129,358	129,358	
CTE																	
All Other State Revenue	8590	31,288	31,288	31,288	31,288	31,288	31,288	31,288	31,288	31,288	31,288	31,288	-	375,450	375,450	-	
In-Person Instruction Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Ethnic Studies Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Expanded Learning Opportunities Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Educator Effectiveness	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Antibias Education Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Art/Music Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Learning Recovery Emergency Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	1,011,080	1,011,080	1,011,080	
School Foods Best Practices (7033)														88,516	88,516	-	
State Mental Health Related Services (6546)			13,035											-	13,035	13,035	
Total, Other State Revenues		31,288	44,323	155,930	155,930	155,930	319,029	350,004	155,930	155,930	350,004	155,930	350,004	1,692,425	4,072,660	4,072,660	-
4. Other Local Revenues																	
Food Service Sales	8634	-	-	10,589	10,589	10,589	10,589	10,589	10,589	10,589	10,589	10,589	-	105,894	105,894	-	
All Other Sales	8639	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Leases and Rentals	8650	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	-	65,000	65,000	-	
Interest	8660	-	-	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	572,061	572,061	-	
Dividends	8661	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000	400,000	-	
Net Increase (Decrease) in FMV of Investments	8662	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gain (Loss) on Sale of Investments	8664	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interagency Services between LEAs	8677	-	251,620	251,620	251,620	251,620	251,620	251,620	251,620	251,620	251,620	251,620	251,620	3,019,444	3,019,444	-	
Other Local Revenues	8690	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	1,166,000	1,166,000	-	
All Other Local Revenues	8699	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Apportionments from Districts or Charter Schools	8791	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
ASB Revenue	8804	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	-	160,000	160,000	-	

EL CAMINO REAL CHARTER HIGH
Budget Cash Flow

2023-24	July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance
Beginning Cash Balance	July 1 Cash =	21,474,462	22,908,346	21,509,347	21,586,840	22,794,759	21,278,764	19,925,816	22,258,826	21,155,502	19,536,093	21,194,758	19,575,244			
Onboarding Fees	5840	250	250	250	250	250	250	250	250	250	250	250		3,000	3,000	
Professional Development	5841	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Legal Fees	5845	35,466	35,466	35,466	35,466	35,466	35,466	35,466	35,466	35,466	35,466	35,466		425,592	425,592	-
Licenses and Other Fees	5848	417	417	417	417	417	417	417	417	417	417	417		5,000	5,000	-
Marketing and Student Recruiting	5851	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875		214,500	214,500	-
Payroll Fees	5857	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884		130,610	130,610	-
Special Education Encroachment	5872	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892		718,706	718,706	-
Substitutes	5884	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386		952,629	952,629	-
Bad Debt Expense	5898	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		30,000	30,000	-
Communications	5900	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942		95,302	95,302	-
Total, Services and Other Operating Expenditures	5000-5999	884,899	884,899	884,899	884,899	884,899	884,899	884,899	884,899	884,899	884,899	884,899		10,618,783	10,618,814	-
6. Capital Outlay																
<i>(Objects 6100-6170, 6200-6500 modified accrual basis only)</i>																
Depreciation Expense (for full accrual only)	6900	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054		516,648	516,648	-
Total, Capital Outlay	6000-6599	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054		516,648	516,648	-
7. Other Outgo																
Tuition to Other Schools	7110-7143	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Transfers of Pass-through Revenues to Other LEAs	7211-7213	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Transfers of Apportionments to Other LEAs - Spec. Ed.	7221-7223SE	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Transfers of Apportionments to Other LEAs - All Other	7221-7223AO	-	-	-	-	-	-	-	-	-	-	-		-	-	-
All Other Transfers	7281-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517		390,199	390,199	-
Debt Service:																
Interest	7438	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Principal	7439	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Other Outgo - Uncategorized Expense	7900	-	-	-	-	-	-	-	-	-	-	-		-	-	-
Total, Other Outgo	7100-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517		390,199	390,199	-
8. TOTAL EXPENDITURES		4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458	4,394,458		52,733,501	52,733,532	-
C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPEND.		(3,283,812)	(2,399,916)	(820,656)	1,490,379	(1,233,483)	(1,070,384)	2,615,625	(820,656)	(1,336,689)	1,941,438	(1,336,689)	1,693,367	4,195,725	(205,749)	(205,780)
E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)		(3,283,812)	(2,399,916)	(820,656)	1,490,379	(1,233,483)	(1,070,384)	2,615,625	(820,656)	(1,336,689)	1,941,438	(1,336,689)	1,693,367	4,195,725	(205,749)	(205,780)
F. BALANCE SHEET TRANSACTIONS																
1. ACCOUNTS RECEIVABLE		5,000,000	1,283,273	1,180,557												
2. PREPAID EXPENDITURES		-	-													
3. ACCOUNTS PAYABLE		-														
4. LOANS PAYABLE		62,304	62,356	62,408	62,460	62,512	62,564	62,616	62,668	62,720	62,773	62,825		62,877		
5. OTHER ADJUSTMENTS		220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000		220,000		
NET BALANCE SHEET TRANSACTIONS		4,717,696	1,000,917	898,149	(282,460)	(282,512)	(282,564)	(282,616)	(282,668)	(282,720)	(282,773)	(282,825)		(282,877)		
G. ENDING CASH BALANCE		22,908,346	21,509,347	21,586,840	22,794,759	21,278,764	19,925,816	22,258,826	21,155,502	19,536,093	21,194,758	19,575,244		20,985,735		

**EL CAMINO REAL CHARTER HIGH
Budget Cash Flow**

2024-25		July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance
Beginning Cash Balance		July 1 Cash =	20,985,735	20,115,150	18,566,695	19,027,791	21,069,158	19,833,041	18,759,970	20,664,881	19,842,444	18,606,119	20,645,873	19,409,443			
A. REVENUES																	
1. LCFF Sources																	
State Aid - Current Year	8011	922,721	922,721	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	1,660,897	18,454,412	18,454,412	-
Education Protection Account (EPA) - Current Year	8012	-	-	-	2,831,182	-	-	2,831,182	-	-	2,831,182	-	2,831,182	-	11,324,727	11,324,727	-
State Aid - Prior Years	8019	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to Charter Schools in Lieu of Property Taxes	8096	-	538,908	1,239,489	825,653	825,653	825,653	825,653	1,239,489	825,653	825,653	825,653	825,653	1,155,058	10,778,169	10,778,169	-
Total, LCFF Sources		922,721	1,461,629	2,900,387	5,317,732	2,486,550	2,486,550	5,317,732	2,900,386	2,486,550	5,317,732	2,486,550	5,317,732	1,155,058	40,557,308	40,557,308	-
2. Federal Revenues																	
Special Education - Federal	8181_8182	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	57,894	752,616	752,616	-
Child Nutrition - Federal	8220	-	-	75,745	75,745	75,745	75,745	75,745	75,745	75,745	75,745	75,745	75,745	75,745	833,194	833,194	-
Other Federal Revenues		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title I		-	-	-	-	-	-	91,384	-	-	91,384	-	91,384	91,384	365,536	365,536	-
Title II		-	-	-	-	-	-	16,784	-	-	16,784	-	16,784	16,784	67,136	67,136	-
Title III - EL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title III - Immigrant		-	-	-	-	-	-	7,708	-	-	7,708	-	7,708	7,708	30,834	30,834	-
Title IV		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERKINS		-	-	-	-	-	-	-	-	-	-	-	-	58,386	58,386	58,386	-
ESSER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER II		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER III		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER III Learning Loss	8110, 8260-8299	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GEER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER II State Reserve		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO GEER II		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER III State Reserve Emergency Needs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER III State Reserve Learning Loss		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CR (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interagency Services between LEAs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Federal Revenues		-	-	-	-	-	-	-	-	-	135,000	-	-	-	135,000	135,000	-
Total, Federal Revenues		57,894	57,894	133,638	133,638	133,638	133,638	249,515	133,638	133,638	384,515	133,638	249,515	307,901	2,242,701	2,242,701	-
3. Other State Revenues																	
Child Nutrition - State	8520	-	-	129,554	129,554	129,554	129,554	129,554	129,554	129,554	129,554	129,554	129,554	-	1,295,538	1,295,538	-
State School Facilities Apportionments	8545	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mandated Cost Reimbursement	8550	-	-	-	-	-	163,099	-	-	-	-	-	-	-	163,099	163,099	-
State Lottery Revenue	8560	-	-	-	-	-	-	194,074	-	-	194,074	-	194,074	118,421	700,643	700,643	-
Kitchen Infrastructure & Equipment	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen Infrastructure & Training (7032)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A-G Completion Grant: A-G Access/Success Grants (7412)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A-G Completion Grant: Learning Loss & Mitigation (7413)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CTE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other State Revenue	8590	32,520	32,520	32,520	32,520	32,520	32,520	32,520	32,520	32,520	32,520	32,520	32,520	-	390,243	390,243	-
In-Person Instruction Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ethnic Studies Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expanded Learning Opportunities Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Educator Effectiveness	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Antibias Education Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Art/Music Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Learning Recovery Emergency Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Foods Best Practices (7033)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State Mental Health Related Services (6546)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total, Other State Revenues		32,520	32,520	162,074	162,074	162,074	325,173	356,148	162,074	162,074	356,148	162,074	356,148	118,421	2,549,523	2,549,523	-
4. Other Local Revenues																	
Food Service Sales	8634	-	-	11,007	11,007	11,007	11,007	11,007	11,007	11,007	11,007	11,007	11,007	-	110,066	110,066	-
All Other Sales	8639	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leases and Rentals	8650	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	-	65,000	65,000	-
Interest	8660	-	-	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	572,061	572,061	-
Dividends	8661	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	-	400,000	400,000	-
Net Increase (Decrease) in FMV of Investments	8662	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain (Loss) on Sale of Investments	8664	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interagency Services between LEAs	8677	-	-	302,535	302,535	302,535	302,535	302,535	302,535	302,535	302,535	302,535	302,535	-	3,025,354	3,025,354	-
Other Local Revenues	8690	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	-	1,166,000	1,166,000	-
All Other Local Revenues	8699	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers of Apportionments from Districts or Charter Schools	8791	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ASB Revenue	8804	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	-	160,000	160,000	-
Total, Local Revenues		135,917	135,917	501,464	501,464	501,464	501,464	501,464	501,464	501,464	501,464	501,464	501,464	52,006	5,498,481	5,498,481	-

**EL CAMINO REAL CHARTER HIGH
Budget Cash Flow**

2024-25	July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance	
Beginning Cash Balance	July 1 Cash =	20,985,735	20,115,150	18,566,695	19,027,791	21,069,158	19,833,041	18,759,970	20,664,881	19,842,444	18,606,119	20,645,873	19,409,443				
Licenses and Other Fees	5848	417	417	417	417	417	417	417	417	417	417	417	417	-	5,000	5,000	-
Marketing and Student Recruiting	5851	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	17,875	-	214,500	214,500	-
Payroll Fees	5857	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	10,884	-	130,610	130,610	-
Special Education Encroachment	5872	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	59,892	-	718,706	718,706	-
Substitutes	5884	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	79,386	-	952,629	952,629	-
Bad Debt Expense	5898	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	30,000	30,000	-
Communications	5900	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	-	95,302	95,302	-
Total, Services and Other Operating Expenditures	5000-5999	812,532	812,532	812,532	812,532	812,532	812,532	812,532	812,532	812,532	812,532	812,532	812,532	-	9,750,383	9,750,383	-
6. Capital Outlay																	
<i>(Objects 6100-6170, 6200-6500 modified accrual basis only)</i>																	
<i>Depreciation Expense (for full accrual only)</i>	6900	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	-	516,648	516,648	-
Total, Capital Outlay	6000-6599	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	-	516,648	516,648	-
7. Other Outgo																	
Tuition to Other Schools	7110-7143	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Pass-through Revenues to Other LEAs	7211-7213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Apportionments to Other LEAs - Spec. Ed.	7221-7223SE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Apportionments to Other LEAs - All Other	7221-7223AO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
All Other Transfers	7281-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	-	390,199	390,199	-
Debt Service:																	
Interest	7438	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Principal	7439	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Outgo - Uncategorized Expense	7900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total, Other Outgo	7100-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	-	390,199	390,199	-
8. TOTAL EXPENDITURES		4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	4,237,332	-	50,847,982	50,847,982	-
C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPEND.		(3,088,281)	(2,549,372)	(539,769)	1,877,577	(953,605)	(790,506)	2,187,527	(539,769)	(953,605)	2,322,527	(953,605)	2,187,527	1,633,386	31	31	-
E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)		(3,088,281)	(2,549,372)	(539,769)	1,877,577	(953,605)	(790,506)	2,187,527	(539,769)	(953,605)	2,322,527	(953,605)	2,187,527	1,633,386	31	31	-
F. BALANCE SHEET TRANSACTIONS																	
1. ACCOUNTS RECEIVABLE		2,500,000	1,283,273	1,283,273	446,250												
2. PREPAID EXPENDITURES		-	-														
3. ACCOUNTS PAYABLE																	
4. LOANS PAYABLE		62,304	62,356	62,408	62,460	62,512	62,564	62,616	62,668	62,720	62,773	62,825	62,877				
5. OTHER ADJUSTMENTS		220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000				
NET BALANCE SHEET TRANSACTIONS		2,217,696	1,000,917	1,000,865	163,790	(282,512)	(282,564)	(282,616)	(282,668)	(282,720)	(282,773)	(282,825)	(282,877)	-	-	-	
G. ENDING CASH BALANCE		20,115,150	18,566,695	19,027,791	21,069,158	19,833,041	18,759,970	20,664,881	19,842,444	18,606,119	20,645,873	19,409,443	21,314,094				

EL CAMINO REAL CHARTER HIGH
Budget Cash Flow

2025-26	July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance
Beginning Cash Balance	July 1 Cash =	21,314,094	20,459,635	19,259,750	19,680,094	21,664,012	20,388,152	19,275,339	21,122,782	20,259,593	18,880,319	20,759,399	19,380,020			
A. REVENUES																
1. LCFF Sources																
State Aid - Current Year	8011	916,950	916,950	1,650,510	1,650,510	1,650,510	1,650,510	1,650,510	1,650,510	1,650,510	1,650,510	1,650,510		18,339,005	18,339,005	-
Education Protection Account (EPA) - Current Year	8012	-	-	-	2,813,477	-	-	2,813,477	-	-	2,813,477	-	-	11,253,907	11,253,906	-
State Aid - Prior Years	8019	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to Charter Schools in Lieu of Property Taxes	8096	-	619,240	1,238,480	825,653	825,653	825,653	825,653	1,238,480	722,447	722,447	722,447	1,422,167	10,710,767	10,710,767	-
Total, LCFF Sources		916,950	1,536,190	2,888,990	5,289,640	2,476,163	2,476,163	5,289,640	2,888,990	2,372,957	5,186,434	2,372,957	5,186,434	14,222,167	14,222,167	-
2. Federal Revenues																
Special Education - Federal	8181, 8182	57,531	57,531	57,531	57,531	57,531	57,531	57,531	57,531	57,531	57,531	57,531	57,531	747,909	747,909	-
Child Nutrition - Federal	8220	-	-	75,725	75,725	75,725	75,725	75,725	75,725	75,725	75,725	75,725	75,725	832,973	832,973	-
Other Federal Revenues																
Title I		-	-	-	-	-	-	90,813	-	-	90,813	-	90,813	363,250	363,250	-
Title II		-	-	-	-	-	-	17,336	-	-	17,336	-	17,336	69,345	69,345	-
Title III - EL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title III - Immigrant		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title IV		-	-	-	-	-	-	7,709	-	-	7,709	-	7,709	30,834	30,834	-
PERKINS		-	-	-	-	-	-	-	-	-	-	-	58,021	58,021	58,021	-
ESSER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER II	8110, 8260-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER III	8299	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ESSER III Learning Loss		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GEER (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER II State Reserve		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO GEER II		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER III State Reserve Emergency Needs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ELO ESSER III State Reserve Learning Loss		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CR (CARES)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interagency Services between LEAs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Federal Revenues		-	-	-	-	-	-	-	-	135,000	-	-	-	135,000	135,000	-
Total, Federal Revenues		57,531	57,531	133,256	133,256	133,256	133,256	249,114	133,256	133,256	384,114	133,256	249,114	307,135	2,237,332	2,237,332
3. Other State Revenues																
Child Nutrition - State	8520	-	-	128,744	128,744	128,744	128,744	128,744	128,744	128,744	128,744	128,744	117,040	1,287,436	1,287,436	-
State School Facilities Apportionments	8545	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mandated Cost Reimbursement	8550	-	-	-	-	-	163,099	-	-	-	-	-	-	163,099	163,099	-
State Lottery Revenue	8560	-	-	-	-	-	-	194,074	-	-	194,074	-	194,074	700,643	700,643	-
Kitchen Infrastructure & Equipment	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen Infrastructure & Training (7032)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A-G Completion Grant: A-G Access/Success Grants (7412)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A-G Completion Grant: Learning Loss & Mitigation (7413)	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CTE																
All Other State Revenue	8590	32,317	32,317	32,317	32,317	32,317	32,317	32,317	32,317	32,317	32,317	32,317	-	387,802	387,802	-
In-Person Instruction Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ethnic Studies Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expanded Learning Opportunities Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Educator Effectiveness	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Antibias Education Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Art/Music Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Learning Recovery Emergency Block Grant	8590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Foods Best Practices (7033)																
State Mental Health Related Services (6546)																
Total, Other State Revenues		32,317	32,317	161,060	161,060	161,060	324,159	355,134	161,060	161,060	355,134	161,060	355,134	235,461	2,538,981	2,538,981
4. Other Local Revenues																
Food Service Sales	8634	-	-	11,007	11,007	11,007	11,007	11,007	11,007	11,007	11,007	11,007	-	110,066	110,066	-
All Other Sales	8639	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leases and Rentals	8650	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	-	65,000	65,000	-
Interest	8660	-	-	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	52,006	572,061	572,061	-
Dividends	8661	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000	400,000	-
Net Increase (Decrease) in FMV of Investments	8662	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain (Loss) on Sale of Investments	8664	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interagency Services between LEAs	8677	-	252,113	252,113	252,113	252,113	252,113	252,113	252,113	252,113	252,113	252,113	252,113	3,025,354	3,025,354	-
Other Local Revenues	8690	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	97,167	1,166,000	1,166,000	-
All Other Local Revenues	8699	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers of Apportionments from Districts or Charter Schools	8791	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ASB Revenue	8804	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	-	160,000	160,000	-
Total, Local Revenues		135,917	388,029	451,042	451,042	451,042	451,042	451,042	451,042	451,042	451,042	451,042	304,118	5,498,481	5,498,481	-
5. TOTAL REVENUES		1,142,715	2,014,068	3,634,349	6,034,998	3,221,522	3,384,621	6,344,930	3,634,349	3,118,316	6,376,724	3,118,316	6,241,724	2,268,880	50,578,472	50,578,472

EL CAMINO REAL CHARTER HIGH
Budget Cash Flow

2025-26	July	August	September	October	November	December	January	February	March	April	May	June	Accrued	Total	Budget	Variance	
Beginning Cash Balance	July 1 Cash =	21,314,094	20,459,635	19,259,750	19,680,094	21,664,012	20,388,152	19,275,339	21,122,782	20,259,593	18,880,319	20,759,399	19,380,020				
Substitutes	5884	67,757	67,757	67,757	67,757	67,757	67,757	67,757	67,757	67,757	67,757	67,757	67,757	-	813,086	813,086	-
Bad Debt Expense	5898	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	30,000	30,000	-
Communications	5900	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	7,942	-	95,302	95,302	-
Total, Services and Other Operating Expenditures	5000-5999	787,570	787,570	787,570	787,570	787,570	787,570	787,570	787,570	787,570	787,570	787,570	787,570	-	9,450,840	9,450,871	-
6. Capital Outlay <i>(Objects 6100-6170, 6200-6500 modified accrual basis only)</i>																	
Depreciation Expense <i>(for full accrual only)</i>	6900	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	-	516,648	516,648	-
Total, Capital Outlay	6000-6599	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	43,054	-	516,648	516,648	-
7. Other Outgo																	
Tuition to Other Schools	7110-7143	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Pass-through Revenues to Other LEAs	7211-7213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Apportionments to Other LEAs - Spec. Ed.	7221-7223SE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers of Apportionments to Other LEAs - All Other	7221-7223AO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
All Other Transfers	7281-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	-	390,199	390,199	-
Debt Service:																	
Interest	7438	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Principal	7439	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Outgo - Uncategorized Expense	7900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total, Other Outgo	7100-7299	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	32,517	-	390,199	390,199	-
8. TOTAL EXPENDITURES		4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	4,214,870	-	50,578,441	50,578,472	-
C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPEND.		(3,072,155)	(2,200,802)	(580,521)	1,820,128	(993,348)	(830,249)	2,130,060	(580,521)	(1,096,554)	2,161,854	(1,096,554)	2,026,854	2,268,880	31	0	-
E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)		(3,072,155)	(2,200,802)	(580,521)	1,820,128	(993,348)	(830,249)	2,130,060	(580,521)	(1,096,554)	2,161,854	(1,096,554)	2,026,854	2,268,880	31	0	-
F. BALANCE SHEET TRANSACTIONS																	
1. ACCOUNTS RECEIVABLE		2,500,000	1,283,273	1,283,273	446,250												
2. PREPAID EXPENDITURES		-	-														
3. ACCOUNTS PAYABLE		-	-														
4. LOANS PAYABLE		62,304	62,356	62,408	62,460	62,512	62,564	62,616	62,668	62,720	62,773	62,825	62,877				
5. OTHER ADJUSTMENTS		220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000				
NET BALANCE SHEET TRANSACTIONS		2,217,696	1,000,917	1,000,865	163,790	(282,512)	(282,564)	(282,616)	(282,668)	(282,720)	(282,773)	(282,825)	(282,877)	-	-	-	-
G. ENDING CASH BALANCE		20,459,635	19,259,750	19,680,094	21,664,012	20,388,152	19,275,339	21,122,782	20,259,593	18,880,319	20,759,399	19,380,020	21,123,997				