



Encore JR/SR High School

Special Meeting: Encore Board of Directors

Published on March 25, 2022 at 12:32 PM PDT

Date and Time

Sunday March 27, 2022 at 6:30 PM PDT

The Order of Business may be changed without notice: Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice. Reasonable Limitations May be placed on public testimony: The Governing Board's presiding officer reserves the right to impose reasonable time limits on public testimony to ensure that the agenda is completed. For any person requiring a translator, this time will be doubled to account for translation time. Reasonable Accommodation for any individual with a Disability: Pursuant to the Rehabilitation Act of 1973, any individual with a disability who requires reasonable accommodation to attend or to participate in this meeting of the Governing board may request assistance by contacting Sabrina Bow at [\(760\) 956-3800](tel:7609563800). Public Documents relating to Open Session Agenda items are available for review by the public at the Reception Desk at Encore Education Corporation's Executive office or on the internet at www.encorehighschool.com. For more information concerning this agenda, please contact Sabrina Bow at [\(760\) 956-3800](tel:7609563800).

This meeting is being held virtually pursuant to Government Code Section 54953 (e). The public can access this meeting via Zoom as follows:

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Members of the public who wish to comment during the Board meeting may use the “raise hand” tool on the Zoom platform. Members of the public calling in will be given the opportunity to address the Board during the meeting. Individual comments will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes. The Board may limit the total time for public comment to a reasonable time. The Board reserves the right to mute or remove a participant from the meeting if the participant unreasonably disrupts the Board meeting.

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:30 PM
A. Call the Meeting to Order		Rob Gabler, Board President	1 m
B. Record Attendance		Rob Gabler, Board President	1 m
C. Invitation for public to address the Board	Discuss	Rob Gabler	1 m

All public comment, both on agenda items and non-agenda items within the jurisdiction of the Board, should be provided during the agenda item titled, “invitation for public to address the Board.” Members of the public who wish to comment during the Board meeting may use the “raise hand” tool on the Zoom platform. Members of the public calling in will be given the opportunity to address the Board during the meeting. Individual comments will be limited to three (3) minutes per agenda item and one three (3) minute period to address an item not on the agenda. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes per person per agenda item. The Board limits the total time for public comment to thirty minutes, and may extend this time at its sole discretion. The Board reserves the right to mute or remove a participant from the meeting if the participant unreasonably disrupts the Board meeting.

II. Finance			6:33 PM
A. Promissory Note with Delta Managed Solutions (DMS)	Vote	Sabrina Bow	10 m

Staff recommends the Board approve the attached promissory note from Delta Managed Solutions (DMS). The terms of the loan are as follows:

- Loan amount of \$200,000
- Zero percent (0%) interest
- Loan term of 21 days
 - Note date: March 28, 2022
 - Maturity date: April 18, 2022

The loan proceeds provide Encore maximum flexibility to best manage its weekly cash flow during the month of April 2022 given the estimated timing of when certain federal/state revenues will be received. The loan proceeds will be received and repaid in full during the

	Purpose	Presenter	Time
21-day loan period. For the Board's reference, Encore's Debt Management Policy (page 15 of Fiscal Procedures Manual) is as follows:			

1. The CEO is responsible for administering and maintaining the School's current obligations under direction of the Board. DMS will meet with the CEO and Board, as appropriate, regarding the status of the School's existing debt and to make specific recommendations.
2. No new debt shall be incurred without approval of the Board.
3. All approved annual budgets shall include timely repayment of all outstanding debt, or include a reasonable repayment plan for such debt if timely repayment is not possible.
4. Prior to incurring any new borrowing, DMS shall prepare a financial analysis showing the effect of the borrowing on current and future operations. The School may not borrow if a reasonable financial analysis cannot show timely repayment of all obligations including the planned borrowing.
5. The School will seek financing options that are at the lowest interest cost and in the best interests of the School.
6. The School will take all practical precautions and proactive measures to avoid borrowing decisions that can negatively impact current or future operations.
7. The School will determine the term, rates, and covenants that will best fit within the overall existing debt structure at the time any new debt is incurred.
8. The School will explore, assess risk, and implement innovative structuring ideas when they are consistent with the above goals.

III. Closing Items

6:43 PM

A. Adjourn Meeting	Vote	Rob Gabler	1 m
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A copy of the agenda will be posted at least 24 hours before such meeting. A copy of the written materials which will be submitted to the Board of Encore Junior and Senior High School for the Arts is available along with this agenda following the posting of the agenda by emailing Sabrina Bow at sbow@encorehighschool.com.

Requests for disability-related modifications or accommodations to participate in this public meeting shall be made 24 hours prior to the meeting by calling (760) 956-2632 or emailing Joseph Thibodeaux at jthibodeaux@encorehighschool.com. All efforts will be made for reasonable accommodations. The agenda and public documents can be modified upon request as required by Section 202 of the Americans with Disabilities Act.

Cover Sheet

Promissory Note with Delta Managed Solutions (DMS)

Section: II. Finance
Item: A. Promissory Note with Delta Managed Solutions (DMS)
Purpose: Vote
Submitted by: Sabrina Bow
Related Material:
DMS Promissory Note 2022-03-28.pdf
ENCORE Fiscal Procedures Manual (last updated April 2018).pdf
Encore Cash Flow March-June 2022.pdf

No. 1 of 1

\$200,000.00

DELTA MANAGED SOLUTIONS, INC.
2022 PROMISSORY NOTE

Rate of Interest:

0.00%

Note Date:

March 28, 2022

Maturity Date:

April 18, 2022

BORROWER: ENCORE EDUCATION CORPORATION

OWNER: DELTA MANAGED SOLUTIONS

PRINCIPAL AMOUNT: TWO HUNDRED THOUSAND DOLLARS

FOR VALUE RECEIVED, Encore Education Corporation, a California Charter School (the “Borrower”), acknowledges itself indebted to and promises to pay the Owner identified above, the Principal Amount specified above, in lawful money of the United States of America, on or before the Maturity Date, specified above, together with any interest thereon at the Rate of Interest per annum set forth above (computed on the basis of a 360-day year of 12 30-day months) in like lawful money from the Note Date specified above until payment in full of said principal sum.

It is hereby certified, recited and declared that this Note is a valid and binding obligation of ENCORE EDUCATION CORPORATION, by authority of execution of this Note by the Borrower’s Executive Director, and that all acts, conditions and things required to exist, happen and be performed precedent to and in the issuance of this Note have existed, happened and been performed in regular and due time, form and manner as required by law.

IN WITNESS WHEREOF, the Borrower has caused this Note to be executed in its name and on its behalf.

Dated: March 28, 2022.

ENCORE EDUCATION CORPORATION

By: _____
Sabrina Bow, Executive Director

ENCORE EDUCATION CORPORATION

Fiscal Policies & Procedures Manual

Updated April 2018

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1. CASH/CHECKS HANDLING & DEPOSIT POLICY

BOARD POLICY

In the course of normal school business, many activities (fundraising, transportation, labs, field trips, lunch program, etc.) involve the receipt of cash and checks, to be deposited in the school's bank account upon receipt. All cash and checks must be deposited within seven (7) days. Since the school receives cash and checks from a variety of sources for a wide range of activities, extra care must be taken at all stages of the deposit process to ensure accurate records and proper accounting controls are maintained. **All cash received must be held in locked storage until deposited into a School bank account and may not be retained outside of the school's bank account to spend or to hold for future expenses. The School has no petty cash accounts.** The specific procedures outlined below are to be kept updated and current.

CURRENT PROCEDURE

Persons responsible for handling cash/checks

In order to maintain proper accounting controls, the School shall designate an on-site staff member at each school site (the "Cash Coordinator") to coordinate all transactions involving the deposit of cash/checks. The Cash Coordinator will be responsible for ensuring proper documentation is in place, verifying the source, amount, and itemization of amounts received, placing all items to be deposited in safekeeping prior to deposit, preparing Deposit Summaries, and making bank deposits.

Storing cash/checks

All cash and checks must be kept in the locked office lockbox for safekeeping when not under the immediate supervision of the Cash Coordinator. The office lockbox should be used for this purpose. Cash and checks may not under any circumstances be left in office or volunteer area unattended. Although the frequency of deposits must be balanced with other School needs, all efforts should be made to ensure quick turnaround and deposit of checks and cash received by the School (see "Deposits" below).

To expedite processing and tracking, items scheduled for deposit may be removed from safekeeping under the direct supervision of the Cash Coordinator for scanning, copying, and preparation of summary documents prior to the deposit date, to be returned to safekeeping immediately following such preparation activities.

Procedure for receiving cash/checks

- a. FROM CASH/CHECKS RECEIVED IN THE MAIL: For any cash or checks received in the mail, the Cash Coordinator or assigned designee shall place the received mail (including cash, checks, and all supporting documentation) into the office lockbox pending deposit.
- b. FROM CASH/CHECKS DROPPED OFF AT OFFICE: For cash/checks dropped off at the front desk by hand, staff shall provide the individual dropping off the item(s) with an On-Site Payment envelope. The individual shall place the cash/checks in the On-Site Payment envelope, together with the name of the person dropping off the item, the name of the depositor (if different) and the purpose and amount of the deposit, and seal and sign the On-Site Payment envelope. An office staff member must then immediately place the envelope in the office lockbox pending deposit (see

below).

- c. **FROM VOLUNTEER EVENTS:** For each fundraising event in which cash or checks will be collected, two Volunteer Coordinators will be designated, who will be responsible for collecting and holding all cash and checks for the purpose of the fundraising activity. The Volunteer Coordinators may be staff members, but are not required to be so. The Volunteer Coordinators shall maintain a written record of each donation at the time the donation is made, with each confirming donations received by the other Coordinator as an accounting control. The Volunteer Coordinators will provide receipts to the donor for all cash donations showing the date, amount, and nature of the donation, and for checks if requested by the donor.

Within no more than three (3) business days following the event, the Volunteer Coordinators shall use the written record maintained at the time of receipt to prepare an Event Payments envelope, containing a summary of all checks and cash received. All original checks and cash received must be included with the summary, along with copies of donor receipts. The total of the checks and cash listed in the Event Payments summary must match up with the written record of donations prepared at the time of the event and confirmed by both Event Coordinators as discussed in the above paragraph.

One of the Volunteer Coordinators will then seal the Event Payments envelope containing all cash, checks, receipts, and the event summary, and deliver the sealed Event Payments envelope to the Cash Coordinator no later than close of business on the third (3rd) business day following the event. When delivered to the Cash Coordinator, the Cash Coordinator will open the envelope, count the total cash and checks, and both parties must verify and agree on the amounts shown in the deposit packet while in each other's presence, placing their signature on the Event Summary form. The Cash Coordinator then returns all items to the Event Payments envelope and holds the funds in safekeeping until a bank deposit can be made (see below).

Procedure for Depositing Cash & Checks:

- a. **THE DEPOSIT SUMMARY:** At least once per week, and more often whenever needed, the Cash Coordinator shall prepare a deposit of all cash and checks held in safekeeping. The first step in this deposit process is preparing the Deposit Summary, as follows:
- i. The Cash Coordinator shall gather all mailed items, On-Site Payment envelopes, Event Payment envelopes, and any other items for deposit.
 - ii. For any items not scanned previously, the Cash Coordinator and/or designee under direct supervision of the Cash Coordinator shall scan each item into PDF format, including:
 - a. For mailed items: all checks, front and back, and all supporting documentation;
 - b. For On-Site Payments: all checks, front and back, and a summary page;
 - c. For Event Payments: All checks, front and back, and the Event Summary.
 - iii. The Cash Coordinator or designee shall then prepare a Deposit Summary that totals all cash and checks to be deposited, including payor, source, date, etc.
- b. **BANK DEPOSITS:** Once the Deposit Summary is completed, the Cash Coordinator shall take the Deposit Summary and all items for deposit to the bank branch, prepare a deposit slip that matches

the Deposit Summary amount, and deposit all funds at the bank, obtaining a bank deposit receipt.

- c. UPLOAD DEPOSIT BATCH: Within one (1) business day of the deposit, the Cash Coordinator or designee shall scan the bank deposit receipt to PDF and append the Deposit Summary and all scanned items, saving the document to a single PDF on the School's office computer. Once saved, the document shall be uploaded to DMS SHARE for processing by DMS, with the original kept in the school office. Additional copies may be provided to authorized individuals responsible for tracking volunteer activities, as approved by the CEO.

2. PURCHASING POLICY

BOARD POLICY

PURCHASING: All school purchases must be pre-approved. The primary person responsible for approving all purchases shall be the CEO, who may designate additional individuals as purchasing approvers as needed. The CEO shall, at a minimum, designate one individual to approve purchases if the CEO is not available. For purchases exceeding \$10,000, Board approval is also required, as outlined in the specific procedures below. Recurring expenses such as monthly rent, copier lease payments, recurring office supplies, or other periodic payments for which overall approval has already been granted do not require individual approval.

INVOICING & RECEIPTS: All purchases must be accompanied by an invoice or receipt, depending upon the nature of the item and the purchase method. For payments made using a credit/debit card, a receipt shall be obtained and/or printed at the time of purchase. Checks may never be made out to "Cash" or "Bearer" unless accompanied by a signed statement by the CEO indicating no other reasonable method was available for payment of the good/service, and the memo of the check clearly indicates exactly what was being purchased.

CHECKBOOK, DEBIT CARDS or CREDIT CARDS: Any school checkbook, debit card or credit card should be kept under locked supervision in the Cash Coordinator's or CEO's desk/office at all times. Any checkbook, debit card or credit card is to remain on school property unless expressly required for a particular purchase (e.g. trip to Office Depot, CCSA Conference) by the CEO or designee. Any debit card or credit card must bear the names of both the School and CEO. If a debit card or credit card is issued to another administrator these same rules shall apply.

Procedure for approving purchases

- a. Any desired purchase must be approved by the CEO or designee, as evidenced by:
 1. Purchase Requisition approved online through AptaFund; OR
 2. Other written evidence of approval.
- b. Documented evidence of authorized approval must be obtained prior to purchase – reimbursements will not be acceptable unless specifically exempted by the CEO or Board from this reimbursement policy.
- c. For purchases under \$10,000, only approval of the CEO is necessary. The CEO may seek Board approval for unusual purchases of any dollar amount at their discretion.
- d. For purchases of \$10,000 and above, Board approval is required prior to purchase.
- e. Once the CEO or designee has approved the purchase, School purchasing staff shall a) create a Purchase Order in AptaFund and deliver the signed Purchase Order to the vendor, OR b) in situations where AptaFund is infeasible (airplane tickets, etc.) purchase the item directly, in either case using the most efficient and cost-effective manner, utilizing competitive bid procedures where required by law or otherwise deemed appropriate and in the best interests of the school.
- f. If the item is purchased directly by the CEO, a receipt must be obtained at the time of purchase and provided to DMS as set forth in "Travel and Expense Reimbursement Policy" below.
- g. Regularly recurring expenditures exceeding \$10,000 (rent, etc.) require only initial Board approval

- item must be identified as a recurring expenditure to Board. Such recurring expenditures are otherwise exempt from Board and CEO pre-approval and Purchase Requisition requirements
- h. A Warrant Report will be included in each month's Board packet as a consent agenda item, listing all non-payroll warrants paid in the prior calendar month.

Invoicing & Receipt Procedure

School Staff deliver copies of all original receipts to DMS as part of the ongoing AP batch processing, retaining the original at the school as backup documentation. For businesses or individuals seeking payment, an invoice must be provided prior to payment. Upon payment of invoices, a copy of the signed warrant paying the invoice shall be attached to the invoice prior to filing. These invoices shall be available online through DMS on its DMS SHARE password-protected website.

Procedure for contracts and agreements

All contracts or agreements, including those for ongoing services, shall be negotiated by the CEO or designee to obtain such services in the most efficient and cost-effective manner and in the best interests of the school. In certain cases, DMS shall act as agent of the Director in negotiating administrative agreements such as insurance policies, subject to the CEO's final approval. All such agreements must clearly define the scope of services to be performed, and the price for such services. A file shall be maintained by staff containing all documentation related to the reason for the contract/agreement as well as any research showing that the purchase is in the best interests of the school, including but not limited to any alternate bids received for the good/service. Any such agreements in excess of \$10,000, once negotiated, must be approved by the Board prior to commencement of the contract to ensure they are in the best interest of the School and reflect reasonable market values. The Board may also recommend changes or revisions pending final approval. Any modifications or changes to existing contracts/agreements shall be made only in writing.

Procedure for handling invoices and vendor requests

- a. All invoices received on-site should be delivered to DMS upon receipt, and School should inform the vendor that the School's billing address is DMS. Copies of all invoices will be uploaded to DMS at least once per week via DMS SHARE. All invoices received during each week should be delivered via DMS SHARE each Friday at a minimum.
- b. DMS shall be responsible for tracking all accounts payable and preparing warrants for payment.
- c. Assuming sufficient cash flow DMS shall process all invoices for payment prior to the vendor due date, paying all invoices via warrant generated by DMS.

Receipt of Ordered Goods Procedure

All ordered goods should be shipped to the School's main address, even during times of school closure during vacations and holidays, unless explicit instruction is provided by the CEO or designee that an alternate address should be used. If goods are expected to be received during periods when school is closed, a staff member shall be directed to contact the appropriate shipping provider and instruct them to re-deliver the goods when school is again open. Staff members shall not receive ordered goods during school closures unless arrangements are approved by the CEO so that the below receiving procedure is adhered to even during school closure.

3. REIMBURSEMENT POLICY

BOARD POLICY

SIGNATURES & APPROVALS: All reimbursements require two signatures, one from a site-based manager (Department chair or administrator) and one from a Chief Officer.

TIMING: All reimbursements must be submitted within 60 days of incurring the expenditure to be eligible for reimbursement.

CHIEF OFFICER: All Chief Officer reimbursements or expenses must be reviewed and approved by the Governing Board in an expense report prior to reimbursements being made.

FAMILY MEMBERS: In the event that the person being reimbursed is a family member of the CEO, the corresponding Department Chair, or the corresponding Site Administrator, such reimbursement must be Board approved in an expense report prior to reimbursements being made.

NO PETTY CASH: Reimbursements may not be paid directly by School from cash awaiting deposit. All reimbursements must be processed through DMS using deposited funds.

Procedure for Reimbursements:

- a. Reimbursement Requests must include complete descriptions of expenses, including travel details if applicable, and must include itemized receipts (credit card statements that do not show what was purchased are not sufficient).
- b. Upon receipt of a Reimbursement Request, School staff shall assist the requestor with obtaining necessary staff and/or Board approvals.
- c. Once all approvals have been successfully obtained, School staff shall upload the Reimbursement Request and all backup documentation to DMS SHARE for processing.
- d. DMS shall receive and process all uploaded Reimbursement Requests within seven (7) business days, assuming sufficient School cash flow. In the event School cash flow is insufficient, payment shall be prioritized upon receipt of cash by School.

4. BUDGETING AND CASH FLOW MANAGEMENT

BOARD POLICY

BUDGETS: Education Code section 47604.33 requires charter schools to prepare a series of annual budget reports to be submitted to the chartering authority and the county superintendent of schools of the county in which their sponsoring district is located.

Cash flow management involves tracking actual and projected revenues, expenditures, and cash receipts and disbursements to ensure that sufficient cash is available to meet all financial needs when due, and that sufficient available reserves are maintained as a contingency in the event of unforeseen financial setbacks.

The School shall provide the following budget reports to its authorizer by the following dates:

1. On or before July 1, a preliminary budget.
2. On or before December 15, a first interim financial report reflecting changes through October 31.
3. On or before March 15, a second interim financial report reflecting changes through January 31.
4. On or before September 15, a final unaudited report for the full prior year.

ENDING BALANCE: At each June 30, School's goal is to maintain an unrestricted available ending balance at or above 3.00% of total expenditures during the fiscal year just ending.

RUNNING CASH BALANCE: School's goal is to maintain a consolidated running cash balance in excess of the most recent month's total payroll, including benefits and deductions.

CURRENT PROCEDURE

Budget Structure

School's annual budget includes a Statement of Activities that shows projected revenues, expenditures, and changes in fund balance for the fiscal year beginning July 1 and ending June 30 of the following year. The overall budget contains balanced sub-budgets by resource for state categoricals, special education, and other restricted monies in addition to the unrestricted general account. The budget is based on the Statement of Activities but includes notations of balance sheet activities such as asset acquisitions and debt repayment that affect the school's operations.

All annual budgets, including initial, interim and monthly updates, shall include a multi-year projection for the current year and following two fiscal years, as well as a corresponding monthly cash flow statement that shows year-to-date and projected revenues and expenditures as well as other transactions affecting cash, plus a beginning and ending cash balance, broken out monthly.

Annual Budget

In May of each year, the school will begin preparing the draft annual budget under the direction and supervision of the CEO, using all available data including monthly actual revenues and expenditures to date as well as planned adjustments for the coming year.

Prior to June 15 of each year, the Board may hold a special Budget Planning meeting specifically for budget review and planning, in which the draft budget, prepared by the CEO in conjunction with DMS, is presented to the Board and each area of the budget is discussed in depth by staff and Board members.

Alternatively, the Board may instead designate members of a Finance Committee that will hold a separate Budget Planning meeting in place of a meeting of the entire Board. In the case of a separate Finance Committee meeting, the results of this meeting will be presented to the Board at their next regular or special Board meeting.

The CEO (with the assistance of DMS) will then revise and adjust the draft budget as directed by the Board and/or the Committee to create the Final Operating Budget for the coming fiscal year. Additional Budget Planning meetings may be scheduled if necessary to discuss any further revisions prior to finalizing the budget.

Prior to July 1 of each year, the final budget will be presented to the Board for final approval. Once approved, the final budget will be submitted to the school's sponsoring entity by July 1 as required under the Education Code.

Interim Budgets

On or before December 15 and March 15, the CEO will develop and present an updated interim annual budget to the Board for approval at a regular or special Board meeting. The interim budget shall reflect adjustments or revisions to the original budget made in response to changing financial conditions or needs of the school. The Board may elect to hold one or more Budget Planning meetings, or name a Finance Committee to hold such Budget Planning meetings, if deemed necessary prior to approval of each interim budget. Once approved, the First and Second Interim Budgets will be submitted to the school's sponsoring entity by December 15 and March 15, respectively, as required by law.

Monthly Updates

Each month beginning in August, at either the regularly scheduled or a special meeting of the Board, DMS will provide to the Board a monthly update of year-to-date revenues and expenditures, including a comparison of budgeted vs. actual amounts and a brief explanation of significant deviations from the original budget. The Board is not required to approve these monthly updates, which are informational items only – however, the Board may elect to approve any additions, revisions, or modifications to the Annual or Interim Budgets that it deems necessary, under a separate agenda item at the same or a subsequent meeting, to allow the school to adapt to changing financial conditions. Any such board-approved changes to the Original or Interim budgets will be used as the current operating budget by school staff from that point forward.

5. TRAVEL POLICY

BOARD POLICY

The School recognizes that employees may be required to travel or incur other expenses from time to time. The purpose of this Policy is to ensure that (a) adequate cost controls are in place, (b) travel and other expenditures are appropriate, and (c) to provide a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by Personnel. Our policy is to reimburse only reasonable and necessary expenses actually incurred by Personnel.

CURRENT PROCEDURE

When incurring business expenses, the school expects Personnel to:

1. Exercise discretion and good business judgment with respect to those expenses.
2. Be cost-conscious and spend money as carefully and judiciously as the individual would spend his or her own funds.
3. Report expenses, supported by required documentation, as they were actually spent.

Initial Approval

For both single trips and ongoing travel costs, written approval (which may be in the form of an e-mail) must be given by the CEO prior to travel costs being incurred, and a printed copy of the written approval should be provided along with the Expense Report at the time reimbursement is requested (see below). The travel approval should contain a brief description of the travel being approved, including dates, destination, and purpose for the trip. Repeat trips may be approved in a single approval (for example, approving a weekly trip).

Cost caps for various travel costs are listed later in this Policy. For reimbursement to be provided in excess of these cost caps, explicit pre-approval to exceed caps must be included in the approval document provided by the CEO. Without prior written explicit approval, no reimbursement for costs in excess of the cost caps will be provided after the fact.

Expense Report

Expenses will not be reimbursed unless the individual requesting reimbursement submits a written Expense Report. The Expense Report, which shall be submitted within two weeks of the completion of travel if travel expense reimbursement is requested, must include:

1. The individual's name;
2. The date, destination and purpose of the trip (should match information on the approval document);
3. An itemized list of all expenses for which reimbursement is requested;

4. If item cost exceeds cap, explicit authorization on the approval document to exceed caps.

Receipts

Receipts are required for all expenditures, whether billed directly to the school, paid with a school credit card, or paid by the employee for later reimbursement. No expense will be reimbursed to Personnel unless the individual requesting reimbursement submits with the Expense Report original receipts from each vendor showing the vendor's name, a description of the services provided, the date, and the total expenses, including tips (if applicable). A credit card printout showing only the total purchase cost and date is insufficient, except in the case of receipts such as parking garages, tolls, or other single charges that do not provide itemized receipts.

Organization Credit Cards

If a corporate credit card is issued to personnel for travel (and other) organization-related expenses, copies of all receipts must be retained for audit purposes, although an Expense Report need not be filed if no reimbursement is requested. The monthly credit card statement is not an acceptable substitute for individual receipts. No charges may be made for non-business expenses under any circumstances even if immediately reimbursed. Failure to meet these requirements will result in loss of the credit card.

Necessity of Travel

In determining the reasonableness and necessity of travel expenses, the employee and supervisor shall consider the ways in which the school will benefit from the travel and weigh those benefits against the anticipated costs of the travel. Less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, shall be considered. However, cost is not the sole consideration – a reasonable balance should be struck between cost and convenience, with the final goal being the best combination of cost and benefit.

Air Travel

Air travel reservations should be made as far in advance as possible in order to take advantage of reduced fares. Economy or Premium Economy should be selected in all cases unless explicit authorization, including reason, is provided for Business/First class. Personnel may choose to upgrade school-paid fares to a higher class if paid directly by the staff member (upgrade charge cannot be on a school card or charged to the school and later reimbursed). Airline lounge passes may not be paid or reimbursed by the School.

Lodging

Personnel traveling on behalf of the school may be reimbursed at the single room rate for the reasonable cost of hotel accommodations at a 2-3 star "budget business" hotel such as Embassy Suites, Comfort Inn, Fairfield Inn, Days Inn, Hampton Inn, etc. Convenience, the cost of staying in the city in which the hotel is located, safety and proximity to other venues on the individual's itinerary shall be considered in determining reasonableness. Hotels that do not clearly meet the above criteria should be pre-approved in writing when requesting overall approval for the trip. Personnel shall make use of available corporate and discount rates for hotels. Personnel may choose to upgrade school-paid room charges, add incidental charges, or otherwise increase the cost of stay only if paid directly by the staff

member (upgrade charge cannot be on a school card or charged to the school and later reimbursed). Room service, minibar, valet, laundry or other charges are only reimbursable by the school if other options are unavailable (for example, late check-in after the restaurant has closed but 24-hour room service or minibar snacks are available, no self-parking, etc.) and reason for the incidental charge should be written on the Expense Report. Internet charges are reimbursable if business use of the Internet is required. In-room movies and spa/gym/pool charges are not reimbursable. Latitude shall be given when reviewing hotel incidentals if a reasonable business case can be made for the charge in question. However, repeated events of charging questionable incidentals may lead to revocation of any future hotel incidental charges.

Out-Of-Town Meals

Personnel traveling on behalf of the school are reimbursed on a per meal basis not to exceed the following rates when they actually incur the cost of a meal. They will not be reimbursed for meals paid for or provided by others.

Breakfast:	\$ 10.00
Lunch:	\$ 15.00
Dinner:	\$ 25.00

Meal costs in excess of the above will not be reimbursed unless explicitly pre-authorized in advance. If traveling to an expensive city or area, Personnel are advised to see pre-approval of higher caps when obtaining overall trip approval.

Ground Transportation

Employees are expected to use the most economical ground transportation appropriate under the circumstances and should generally use the following, in this order of desirability:

Courtesy Shuttles. Many hotels have courtesy shuttles, which will take you to and from the airport at no charge. Employees should take advantage of this free service whenever possible.

Taxis. When courtesy cars and airport shuttles are not available, a taxi is often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved.

Rental Cars. Employees will be allowed to rent a car while out of town provided that the total cost is estimated to be less than the total cost of alternative methods of transportation. Gas charges to refill the car are reimbursable.

Personal Cars

Personnel are compensated for use of their personal cars when used for business travel. When individuals use their personal car for such travel, including travel to and from the airport, mileage will be allowed at the currently approved IRS rate per mile.

In the case of individuals using their personal cars to take a trip over 250 miles that could be made more cheaply by air, mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the lowest available round trip coach airfare.

Parking/Tolls

Parking and toll expenses, including charges for hotel parking, incurred by Personnel traveling on organization business will be reimbursed. The costs of parking tickets, fines, car washes, parking tickets, etc., are the responsibility of the employee and will not be reimbursed. On-airport parking is permitted for short business trips. For extended trips, Personnel should use off-airport facilities.

Lavish/Excessive Expenditures

The school discourages expenses in any category that could be perceived as lavish or excessive, as such expenses are inappropriate for reimbursement by a charter school. This includes situations in which these options may actually be less expensive, as charter schools face considerable scrutiny on the nature as well as the cost of business-related expenses. Personnel must be aware that as a public charter school, business travel is funded by taxpayer money and is expected to be functional but not extravagant. Some examples of excessive spending include (the following is not a comprehensive list):

1. Limousine/town car service;
2. Beach resort accommodation;
3. Sporting/golf events;
4. Music events/festivals/concerts;
5. 4-star and above hotels (unless clear reasons can be shown as to why other options were unavailable);
6. Excessive meal charges.

6. FIXED ASSETS

BOARD POLICY

In order to properly track all capitalized and non-capitalized assets, an inventory must be maintained for all items with a value of \$5,000 or more. This Inventory Record shall include the asset description, location, and ID tag/serial number, and for items exceeding \$5,000, shall reference the corresponding entry in the Fixed Asset Register for capitalized assets (see below). All inventoried items shall be tagged with a unique identification tag. A textbook inventory of all textbooks shall also be maintained. The textbook inventory may be kept separate from the overall inventory.

CURRENT PROCEDURE

Fixed Asset Register

Assets with a single value of \$5,000 or more (or a collection of items such as a computer lab or set of similar furniture that has a system value of over \$5,000) and a useful life of more than one year are considered “fixed assets,” meaning they are included as assets on the school’s balance sheet (rather than as expenses such as books and supplies) and the cost of these assets is spread out over the useful life of the asset. This process is called “capitalization,” and involves including the value of the asset on the school’s balance sheet at acquisition, and charging a portion of the item’s value as “depreciation” each year over its useful life. In order to properly account for capitalized assets, a Fixed Asset Register must be maintained for all capitalized assets, and shall include asset description, acquisition date, cost basis, depreciation expense, accumulated depreciation and useful life. DMS is responsible for maintaining the fixed asset register.

Procedure for Recording Inventory and Fixed Assets

When any item is acquired with a cost basis of \$5,000 or more, an entry shall be made in the Inventory Record showing asset description, location, and ID tag/serial number, and a numbered identification tag shall be affixed to the item.

When the item (or group of items) that is purchased has a useful life of one year or more and has a cost of \$5,000 or more (or is part of a system or collection that has a collective cost of \$5,000 or more), the item should be entered into the Inventory Record as described in the above paragraph, and three additional steps must also be taken:

- a. A notation is made in the Inventory Record that this item is a fixed asset;
- b. DMS is informed that a specific purchase meets the qualifications of a fixed asset;
- c. DMS makes an entry is made in the Fixed Asset Register reflecting the acquisition.

Annual Inventory

At the end of each fiscal year upon a date determined by the CEO, a comprehensive physical inventory shall be conducted of all inventoried assets of \$5,000 or more (including all fixed assets), reconciling the Inventory Record, the Fixed Asset Register, and the information in the general ledger to match the results of the physical inventory.

7. DEBT MANAGEMENT POLICY

BOARD POLICY

The purpose of this policy is to enhance School's ability to manage its debt in a fiscally conservative and prudent manner. The effects of decisions regarding types of borrowing, covenants and terms, interest rates, and payment structure directly impact the school's continuing operation. The school has thus established this Debt Management Policy to provide goals and guidelines for the School's borrowings.

The School's Debt Management Policy is as follows:

1. The CEO is responsible for administering and maintaining the School's current obligations under direction of the Board. DMS will meet with the CEO and Board, as appropriate, regarding the status of the School's existing debt and to make specific recommendations.
2. No new debt shall be incurred without approval of the Board.
3. All approved annual budgets shall include timely repayment of all outstanding debt, or include a reasonable repayment plan for such debt if timely repayment is not possible.
4. Prior to incurring any new borrowing, DMS shall prepare a financial analysis showing the effect of the borrowing on current and future operations. The School may not borrow if a reasonable financial analysis cannot show timely repayment of all obligations including the planned borrowing.
5. The School will seek financing options that are at the lowest interest cost and in the best interests of the School.
6. The School will take all practical precautions and proactive measures to avoid borrowing decisions that can negatively impact current or future operations.
7. The School will determine the term, rates, and covenants that will best fit within the overall existing debt structure at the time any new debt is incurred.
8. The School will explore, assess risk, and implement innovative structuring ideas when they are consistent with the above goals.

CURRENT PROCEDURE

N/A – Policy Only

8. BANKING

BOARD POLICY

All bank accounts shall be established in the name of the School with prior board approval of the initial authorized signers. Annually with respect to all existing bank accounts, the Board shall review and approve all authorized signers and approve the continuing need for each account.

All loans or similar agreements shall be negotiated by the CEO to obtain such services in the most efficient and cost-effective manner, using the same procedures as described in "2. PURCHASING POLICY" above. All such agreements must clearly define all terms under which the School will be obligated and the price for such services.

CURRENT PROCEDURE

Debit Cards

No debit cards shall be used on the School's main operating bank account. The School shall have a subsidiary operating bank account formed specifically for debit card use and related transactions (the "Debit Card Account"). Funding of this subsidiary Debit Card Account shall be similar to petty cash funds, as follows:

1. The Board shall approve a maximum and minimum amount to hold in the Debit Card Account.
2. Upon approval, the School shall transfer the maximum amount from the School's main operating bank account into the Debit Card Account.
3. As pre-authorized debit card transactions and related transactions such as recurring ACH payments are drawn on this account, School staff shall maintain supporting documentation for each amount drawn.
4. When the balance in the Debit Card Account approaches or exceeds the minimum Board approved level, School staff shall prepare a Debit Card Account Replenishment Request, requesting a transfer in the amount needed to replenish the Debit Card Account balance to the Board approved maximum. The Request must include backup to support all variance between the current Debit Card Account balance and the maximum balance. Once prepared, the Debit Card Account Replenishment Request shall be uploaded to DMS SHARE.
5. Within one (1) business day of upload, DMS shall review and confirm the supporting documentation and transfer the requested amount to the Debit Card Account, replenishing the Debit Card Account balance to the board approved maximum, and the process shall repeat.

Reconciliations

All bank statements will be reconciled monthly by DMS, who does not participate in cash handling.

9. GENERALLY ACCEPTED STANDARDS OF FISCAL MANAGEMENT

Charter schools are required to meet generally accepted standards of fiscal management. It is now generally accepted that the primary responsibility for the fair presentation of financial statements rests with the reporting management of an organization. Accordingly a process must be effected by a school's management and other personnel and designed to provide reasonable assurance regarding the achievement and maintenance of the following standards:

1. A fiscal year balanced budget that clearly defines achievable goals as defined in the school's charter and approved by the Board of Directors in the form of a budget resolution.
2. Full compliance with Uniform Education Reporting System (UERS) policies and procedures.
3. Accounting records should properly and accurately record and account for all cash equivalent transactions, including actual cash. Accounting information should be relevant, reliable, comparable and consistent and must be available for the preparation of reliable financial statements.
4. Demonstrated compliance with Federal and state laws/regulations, State Board of Education policies and other compliance requirements.
5. Maintenance of documentation that outlines internal controls on business practices and operation.
6. Transactions are executed in compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a material effect on public funds.
7. Funds, property, and other assets are safeguarded against loss from unauthorized use or disposition.
8. Required independent audits are performed and submitted when due in a timely manner as prescribed by the California Department of Education.
10. School should have documentation that supports its financial statements and that reflect its financial position/condition, results of operations or changes in net assets and where appropriate, cash flows for any fiscal period/year.
12. Any necessary corrective action plans on any audit findings must be filed in writing and proposed changes must be implemented in the subsequent fiscal year.

**Cash Flow Analysis
Fiscal Year 2021-22**

ENCORE - HS			March 22					APRIL 22				
			Week (1-4)	Week (7-11)	Week (14-18)	Week (21-25)	Week (28-31)	Week (1)	Week (4-8)	Week (11-15)	Week (18-22)	Week (25-29)
Beg Cash Balance			-	196,512	454,944	379,738	106,288	598,345	598,345	475,608	442,140	72,140
Revenue												
	Object											
LCFF -- HS	8011		72,412.00					72,412.00				
LCFF DEFFERAL	9200											
EPA - HS	8012						690,753.00					
In-Lieu Prop Tax - HS	8096			18,821.00					11,696.00			
Federal IDEA SpEd Revenue								121,000.00				
School Nutrition Program-Federal and State			14,802.39					22,000.00				
ESSA Title I Part A - Title IV	8290								51,853.00			
Federal Stimulus - ESSER 3210	8290											
ESSER 1 3210												
ESSER 2 3212												468,473.00
ESSER 3 3213												
Learning Loss Mitigation - State General 7420	8290											
Learning Loss Mitigation - 3220	8290											
Learning Loss Mitigation - GEER 3215	8290											
AB86 - In Person Instruction 7422												
AB86 - Expanded Learning Opportunities 7425												
AB86 - Expanded Learning Restrictie to Paraprofessionals 7426												
Education Block Grant												
ELO												
AB602 State SpEd Revenue	8311			79,778.00								
	8520											
Mandate Block Grant	8550											
State Lottery Revenue	8560								33,983.00			
Other State Revenue - SB740 Facility Grant (rent only, @ 95%)	8590			367,593.80								
Student Lunch Fees	8634											
Other Revenue	8699		1,162.11	100,492.69								
UMB Bond				100,002.69								
CAM LOAN (see next Tab)												
HS Rents (part of LCFF)												
DMS Loan												
Total Revenue			88,376.50	566,685.49	-	-	890,753.00	72,412.00	143,000.00	97,532.00	-	468,473.00
Expenses												
Net Payroll	Payroll		10,243.42	133,274.99		141,112.03			240,737.11		145,000.00	
Net Payroll Taxes	Payroll		57,807.37	5,113.79	70,205.33		43,654.56			46,000.00		46,000.00
Payroll Liabilities	Payroll						72,698.67					73,000.00
PERS and STRS	Payroll			59,207.09		59,368.82				60,000.00		60,000.00
LCFF - Due to Grantor Gov't			72,412.00					72,412.00				
STIPENDS												
AP - Other Expenditures	AP		8,686.37	110,658.08	5,000.00	72,969.02	200,000.00		25,000.00	25,000.00	25,000.00	25,000.00
Hesperia Rent	AP						82,342.81					82,342.81
Repayment of DMS Loan												
Total Expenses			149,149.16	308,253.95	75,205.33	273,449.87	398,696.04	72,412.00	265,737.11	131,000.00	370,000.00	286,342.81
Ending Cash Balance			196,512	454,944	379,738	106,288	598,345	598,345	475,608	442,140	72,140	254,270

**Cash Flow Analysis
Fiscal Year 2021-22**

ENCORE - HS		MAY 22	JUNE 22
Beg Cash Balance		254,270	1,440,330
Revenue	Object		
LCFF -- HS	8011	72,412.00	72,412.00
LCFF DEFFERAL	9200		
EPA - HS	8012		
In-Lieu Prop Tax - HS	8096	11,696.00	
Federal IDEA SpEd Revenue			
School Nutrition Program-Federal and State		22,000.00	
ESSA Title I Part A - Title IV	8290		
Federal Stimulus - ESSER 3210	8290		
ESSER 1 3210			
ESSER 2 3212			
ESSER 3 3213			
Learning Loss Mitigation - State General 7420	8290		
Learning Loss Mitigation - 3220	8290		
Learning Loss Mitigation - GEER 3215	8290		
AB86 - In Person Instruction 7422			
AB86 - Expanded Learning Opportunities 7425			
AB86 - Expanded Learning Restrictie to Paraprofessionals 7426			
Education Block Grant			
ELO		59,706.00	
AB602 State SpEd Revenue	8311		
	8520		
Mandate Block Grant	8550		
State Lottery Revenue	8560		
Other State Revenue - SB740 Facility Grant (rent only, @ 95%)	8590		
Student Lunch Fees	8634		
Other Revenue	8699	2,000,000.00	
UMB Bond			
CAM LOAN (see next Tab)			
HS Rents (part of LCFF)			
DMS Loan			
Total Revenue		2,165,814.00	72,412.00
Expenses			
Net Payroll	Payroll	290,000.00	290,000.00
Net Payroll Taxes	Payroll	92,000.00	92,000.00
Payroll Liabilities	Payroll	73,000.00	73,000.00
PERS and STRS	Payroll	120,000.00	120,000.00
LCFF - Due to Grantor Gov't		72,412.00	72,412.00
STIPENDS			
AP - Other Expenditures	AP	250,000.00	250,000.00
Hesperia Rent	AP	82,342.81	82,342.81
Repayment of DMS Loan			
Total Expenses		979,754.81	979,754.81
Ending Cash Balance		1,440,330	532,987