



Encore JR/SR High School

Regular Encore Board of Directors Meeting - October 2022

Published on October 21, 2022 at 2:52 PM PDT

Date and Time

Monday October 24, 2022 at 6:30 PM PDT

Location

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

Join Zoom Meeting

<https://zoom.us/j/5871494303?pwd=Mit3elRMOVhzYjM4K1d2SStPeEZiQT09>

Meeting ID: 587 149 4303

Passcode: 936591

One tap mobile

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+1 301 715 8592 US (Washington D.C)

Meeting ID: 587 149 4303

Passcode: 936591

Find your local number: <https://zoom.us/u/aFccAHayh>

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		Chandale Sutton	
B. Record Attendance		Chandale Sutton	1 m
C. Approval of Board Findings Relating to Teleconference Meetings During State of Emergency	Vote	Chandale Sutton	1 m
Board findings pursuant to Government Code Section 54953(e)			
<p>The Charter School Board of Directors determines, in accordance with Government Code Section 54953(e)(1)(B), that meeting in person would present imminent risks to the health or safety of attendees. Pursuant to Government Code Section 54953(e)(3), the Board has also reconsidered the circumstances of the State of Emergency declared by the Governor on March 4, 2020, and finds the State of Emergency continues to directly impact the ability of the Directors to meet safely in person and/or that State or local officials continue to impose or recommend measures to promote social distancing.</p>			
D. Public Comment		Chandale Sutton	1 m
<p>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.</p>			
II. Consent Items			6:33 PM
<p>It is recommended that the board considers approving a number of agenda items as a consent list. These items can be enacted in one motion without further discussion. Consent items may be called up by any member at the meeting for clarification, discussion, or change.</p>			
A. Board Meeting Minutes	Approve Minutes	Sabrina Bow	2 m
Minutes corresponding to the following meetings of the Encore Education Corporation Board of Directors:			
<ul style="list-style-type: none"> • September 26, 2022 Regular Board Meeting • October 17, 2022 Special Board Meeting 			
B. Payment Reports	Vote	Sabrina Bow	1 m
<ol style="list-style-type: none"> 1. STRS payment report, PERS payment report, 403B payment report 2. August 2022 Warrant Report Detail 3. August 2022 Warrant Report Summary 			

	Purpose	Presenter	Time
III. Staff Reports			6:36 PM
A. Executive Director's Report	FYI	Sabrina Bow	3 m
B. Staff Liaison Report	FYI	Sandi Del Sole	3 m
IV. Curriculum and Instruction			6:42 PM
A. Principal's Report	FYI	St. Claire Adriaan	3 m
V. Budget and Finance			6:45 PM
A. September 2022 Financials	Vote	Sabrina Bow	5 m
VI. Adjourn to Closed Session			6:50 PM
<p>Pursuant to Government code section 54957, the Board may adjourn to closed session at any time during the meeting to discuss staff/student personnel matters, negotiations, litigation, and/or acquisition of land or facilities. The board will adjourn to closed session in a private area for discussion and may take action on the following closed session items.</p>			
<p>A. Conference with Legal Counsel. Anticipated Litigation Significant exposure to litigation pursuant to Section 54956.9(d)(2): Two (2) Cases</p>			
A. Reconvene from closed session	Discuss	Chandale Sutton	2 m
<p>After the closed session is complete, the Board will reconvene and report any action taken on closed session.</p>			
VII. Closing Items			6:52 PM
A. Adjourn Meeting	Vote	Chandale Sutton	2 m

A copy of the agenda will be posted at least 72 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.

Coversheet

Board Meeting Minutes

Section: II. Consent Items
Item: A. Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: 2022_09_26_board_meeting_minutes DRAFT (1).pdf
2022_10_17_board_meeting_minutes DRAFT.pdf

DRAFT



Encore JR/SR High School

Minutes

Regular Encore Board of Directors Meeting - September 2022

Date and Time

Monday September 26, 2022 at 6:30 PM

Location

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Directors Present

C. Sutton (remote), I. Rapier (remote), R. Hunt (remote)

Directors Absent

None

Guests Present

J. Barkdull (remote), J. Simmons (remote), Paul Khoury (remote), S. Adriaan (remote), S. Bow (remote), S. Del Sole (remote)

I. Opening Items

A. Call the Meeting to Order

C. Sutton called a meeting of the board of directors of Encore JR/SR High School to order on Monday Sep 26, 2022 at 6:36 PM.

B. Record Attendance

C. Approval of Board Findings Relating to Teleconference Meetings During State of Emergency

R. Hunt made a motion to approve board findings relating to teleconference meetings during state of emergency.

I. Rapier seconded the motion.

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

Roll Call

C. Sutton Aye

R. Hunt Aye

I. Rapier Aye

D. Public Comment

No members of the public provided comment.

II. Staff Reports

A. Staff Liaison Report

Ms. Del Sole provided an oral and written report as Staff Liaison regarding staff communication, PE classes, Big Top, and teacher compensation issues.

III. Consent Items

A. Board Meeting Minutes

I. Rapier made a motion to approve the consent agenda.

R. Hunt seconded the motion.

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

Roll Call

R. Hunt Aye

C. Sutton Aye

I. Rapier Aye

I. Rapier made a motion to approve the minutes from Special Meeting: Encore Board of Directors on 08-31-22.

R. Hunt seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

C. Sutton Aye
R. Hunt Aye
I. Rapier Aye

I. Rapier made a motion to approve the minutes from Regular Encore Board of Directors Meeting: August 22, 2022 on 08-22-22.

R. Hunt seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

C. Sutton Aye
R. Hunt Aye
I. Rapier Aye

B. Payment Reports

I. Rapier made a motion to approve consent agenda items.
R. Hunt seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

R. Hunt Aye
C. Sutton Aye
I. Rapier Aye

IV. Budget and Finance

A. 2021-22 Unaudited Actuals

Paul Khoury of DMS presented the 2021-22 unaudited financials.

B. 2022-23 Revised Budget

V. Governance

A. Approval of Restated Operating Agreement for 16955 Lemon Street, LLC

I. Rapier made a motion to approve the Restated Operating Agreement.
C. Sutton seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

I. Rapier Aye
C. Sutton Aye
R. Hunt Aye

VI. Operations

A. Approval of 2022-23 Employee Handbook

The board took no action on the Employee Handbook. Board members indicated desire to agendize the Handbook at a future meeting.

B. Approval of Consolidated Application 2022-23

R. Hunt made a motion to approve the 2022-23 Consolidated Application.

I. Rapier seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

- R. Hunt Aye
- I. Rapier Aye
- C. Sutton Aye

VII. Adjourn to Closed Session

A. Reconvene from closed session

R. Hunt made a motion to expel a student (Case #09-21-22-01).
I. Rapier seconded the motion.
Reconvened from closed session at 9:08 p.m.

Report of action from closed session

The board voted to expel a student with a vote of 3-0.
Chandale Sutton: yes
Ian Rapier: yes
Randi Hunt: yes
The board **VOTED** to approve the motion.

Roll Call

- I. Rapier Aye
- R. Hunt Aye
- C. Sutton Aye

VIII. Closing Items

A. Adjourn Meeting

I. Rapier made a motion to adjourn the meeting.
R. Hunt seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

- C. Sutton Aye
- R. Hunt Aye
- I. Rapier Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:09 PM.

Respectfully Submitted,
S. Bow

Documents used during the meeting

- Staff Liaison Report for 9_26_2022.docx.pdf
- 2022_08_22_board_meeting_minutes draft.pdf
- 2022_08_31_board_meeting_minutes Draft.pdf
- ENC 22-23 -Monthly Payroll Retirement Contributions (1).pdf
- ENC August 2022 Warrant Report – Detail (2).pdf
- ENC August 2022 Warrant Report – Summary.pdf

- Encore 2021-22 UA Alt Form (Corrected 9-22-22).pdf
 - Encore 2022-23 Revised Budget_09-23-2022.pdf
 - Western Encore Properties - Written Consent of Directors, Resolution, and Operating Agreement.pdf
 - Encore Employee Handbook 2022-2023 (4893-8376-4516.v1).pdf
 - Encore Consolidated Application for 2022-23 ESSA funds.pdf
-

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DRAFT



Encore JR/SR High School

Minutes

Special Board Meeting- October 17, 2022

Date and Time

Monday October 17, 2022 at 6:00 PM

Location

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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Directors Present

C. Sutton (remote), I. Rapier (remote), R. Hunt

Directors Absent

A. Amezcua, A. Hernandez, A. Jenkins, A. Sandoval, A. Warren, A. Zuniga, B. McAnulty, C. Brumfield, C. Genet, C. Howard, D. Crook, D. Rendon, D. Rojas, E. Aranda, E. Gibson, E. O'Rourke, E. Robinson, G. Valdivia, I. Mercado, J. Estrada, J. Lyman, J. Ray, J. Scott, J. Sutton, K. Adams, K. Anderson, K. Johnston, K. Schempp, L. Farina, L. Pullman, M. Crook, M. Manjarrez, M. Moore, M. Schoch, N. Gomez, N. Hernandez, N. Krueger, N. Perez, N. Valenzuela, P. Poutre, S. Banton, S. De Stefano, S. Griffith, S. Hegareda, T. Turner

Guests Present

J. Barkdull (remote), Paul Khoury (remote), Randi Hunt, S. Adriaan (remote), S. Bow (remote)

I. Opening Items

A. Call the Meeting to Order

C. Sutton called a meeting of the board of directors of Encore JR/SR High School to order on Monday Oct 17, 2022 at 6:09 PM.

B. Record Attendance

C. Public Comment

No members of the public provided comment.

II. Budget and Finance

A. 2022-23 Revised Budget

R. Hunt made a motion to approve the revised 2022-23 budget.

I. Rapier seconded the motion.

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

Roll Call

L. Pullman	Absent
K. Schempp	Absent
M. Manjarrez	Absent
N. Perez	Absent
T. Turner	Absent
E. Aranda	Absent
K. Anderson	Absent
S. Griffith	Absent
J. Scott	Absent
C. Howard	Absent
J. Sutton	Absent
R. Hunt	Aye
E. Gibson	Absent
A. Hernandez	Absent
N. Krueger	Absent
K. Adams	Absent
C. Genet	Absent
D. Rendon	Absent

Roll Call

L. Farina Absent
D. Crook Absent
A. Zuniga Absent
M. Crook Absent
E. O'Rourke Absent
J. Lyman Absent
N. Valenzuela Absent
D. Rojas Absent
I. Mercado Absent
N. Gomez Absent
B. McAnulty Absent
M. Schoch Absent
S. Hegareda Absent
A. Jenkins Absent
J. Ray Absent
K. Johnston Absent
M. Moore Absent
S. De Stefano Absent
A. Warren Absent
A. Sandoval Absent
P. Poutre Absent
C. Sutton Aye
G. Valdivia Absent
S. Banton Absent
C. Brumfield Absent
N. Hernandez Absent
J. Estrada Absent
I. Rapier Aye
E. Robinson Absent
A. Amezcua Absent

III. Operations

A. Approval of 2022-23 Employee Handbook

R. Hunt made a motion to approve the 2022-23 Employee Handbook.
I. Rapier seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

I. Rapier Aye
P. Poutre Absent
J. Lyman Absent
L. Pullman Absent
M. Moore Absent
C. Genet Absent
N. Krueger Absent
A. Sandoval Absent
K. Johnston Absent
C. Sutton Aye
S. Banton Absent
N. Perez Absent
E. Robinson Absent
A. Zuniga Absent
K. Anderson Absent
A. Warren Absent

Roll Call

J. Scott	Absent
J. Sutton	Absent
S. Griffith	Absent
E. Aranda	Absent
L. Farina	Absent
N. Valenzuela	Absent
S. De Stefano	Absent
C. Howard	Absent
R. Hunt	Aye
A. Hernandez	Absent
D. Crook	Absent
S. Hegareda	Absent
C. Brumfield	Absent
D. Rojas	Absent
N. Hernandez	Absent
M. Manjarrez	Absent
A. Amezcua	Absent
J. Ray	Absent
N. Gomez	Absent
E. O'Rourke	Absent
I. Mercado	Absent
B. McAnulty	Absent
J. Estrada	Absent
G. Valdivia	Absent
A. Jenkins	Absent
D. Rendon	Absent
K. Schempp	Absent
M. Crook	Absent
M. Schoch	Absent
T. Turner	Absent
K. Adams	Absent
E. Gibson	Absent

IV. Adjourn to Closed Session

A. Reconvene from closed session

The Board reconvened from closed session at 7:21 p.m. Board Chair Chandale Sutton reported that no action was taken during closed session.

V. Closing Items

A. Adjourn Meeting

I. Rapier made a motion to adjourn the meeting.
R. Hunt seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

S. De Stefano	Absent
M. Crook	Absent
G. Valdivia	Absent
A. Zuniga	Absent
C. Brumfield	Absent
N. Krueger	Absent
M. Schoch	Absent

Roll Call

K. Schempp	Absent
J. Ray	Absent
C. Genet	Absent
B. McNulty	Absent
I. Mercado	Absent
N. Gomez	Absent
J. Sutton	Absent
E. Aranda	Absent
C. Sutton	Aye
S. Griffith	Absent
S. Banton	Absent
M. Manjarrez	Absent
D. Rojas	Absent
D. Crook	Absent
N. Hernandez	Absent
J. Estrada	Absent
I. Rapiet	Aye
K. Anderson	Absent
A. Sandoval	Absent
A. Hernandez	Absent
A. Amezcua	Absent
D. Rendon	Absent
A. Warren	Absent
T. Turner	Absent
N. Perez	Absent
C. Howard	Absent
J. Scott	Absent
J. Lyman	Absent
E. O'Rourke	Absent
M. Moore	Absent
N. Valenzuela	Absent
L. Farina	Absent
A. Jenkins	Absent
K. Adams	Absent
E. Gibson	Absent
S. Hegareda	Absent
E. Robinson	Absent
P. Poutre	Absent
L. Pullman	Absent
R. Hunt	Aye
K. Johnston	Absent

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:22 PM.

Respectfully Submitted,
S. Bow

Documents used during the meeting

- Encore 2022-23 Revised Budget_10-14-2022.pdf
- Encore Employee Handbook 2022-2023 (4893-8376-4516.v1).pdf

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Coversheet

Payment Reports

Section:	II. Consent Items
Item:	B. Payment Reports
Purpose:	Vote
Submitted by:	
Related Material:	Aug STRS,PERS,403b payment report.pdf ENC August 2022 Warrant Report – Detail (3).pdf ENC August 2022 Warrant Report – Summary (1).pdf

Hesperia Month	Payroll Month	STRS/PERS Payment Due Date	Payment Date	PERS Ck Number	Date Cleared	STRS CK Number	Date Cleared	403B Check number	Due Date based on regular rules, not safe harbor	Payment Date	Date Cleared
	July	15th of the month	7/8/2022	70788	7/14/2022	70788	7/14/2022	70787	7/13/2022	7/8/2022	7/20/2022
	July (Additional PERS)		7/13/2022	70790	7/14/2022	70790	7/14/2022				
	July	31th of the month	7/26/2022	70846	7/26/2022	70846	7/29/2022	70845	7/13/2022	7/26/2022	8/2/2022
	Aug-23	15th of the month	8/10/2022	70907	8/12/2022	70907	8/12/2022	70906	8/13/2022	8/10/2022	8/18/2022
	Aug-23	31th of the month	8/29/2022	70945	8/30/2022	70945	8/30/2022	70944	9/1/2022	8/29/2022	9/8/2022
	Sep-23	15th of the month	9/12/2022	70972	9/13/2022	70972	9/13/2022	70974	9/13/2022	9/16/2022	9/21/2022
	Sep-23	31th of the month	9/29/2022	71019	9/30/2022	71019	9/30/2022	71022	10/1/2022	9/29/2022	
	Oct-23	15th of the month	10/7/2022	71035		71035		71057	10/12/2022	10/7/2022	
	Oct-23	31th of the month									
	Nov-23	15th of the month									
	Nov-23	31th of the month									
	Dec-23	15th of the month									
	Dec-23	31th of the month									
	Jan-23	15th of the month									
	Jan-23	31th of the month									
	Feb-23	15th of the month									
	Feb-23	31th of the month									
	Mar-23	15th of the month									
	Mar-23	31th of the month									
	Apr-23	15th of the month									
	Apr-23	31th of the month									
	May-23	15th of the month									
	May-23	31th of the month									
	Jun-23	15th of the month									
	Jun-23	31th of the month									

Hesperia Contributions to PERS & STRS: Due date is the 5th business date of the month

To note, the payroll for 7/24 and 8/10 paid July payroll; 8/25 and 9/10 paid August payroll; 9/25 and 10/9 will pay Sept payroll

Contributions to 403b

The DOL rule is somewhat gray. It states that:

An employer is required to deposit your money into your retirement account as soon as the employee assets can be reasonably segregated from employer assets, but no later than 15 business days of the month following the month in which the payroll deduction occurred.

Based on fact patterns in DOL plan audits and other published commentary, some considerations are as follows:

- For plans with fewer than 100 participants, the DOL finalized regulations on January 14, 2010 which establishes a "safe harbor" of 7 business days following the payroll deduction date.

Depositing employee 401K and 403b payroll deduction funds will be considered timely if this 7 day "safe harbor" test is met; and

- No safe harbor time period exists for plans with 100 or more employee-participants. Commentary does exist that suggests funding the retirement plan by the due date of an employer's Form 941 tax deposit will be considered timely (which for large employers is the next day after payroll).

STRS 95% by 5th business day; remainder by 15th

100% of payroll makes up 95% for charter and districts

PERS - 15 days 95%; remainder by end of month

**ENCORE HIGH SCHOOLS
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Reason	Sum of Amount
080122-PACE	8/31/2022	Pace Payments Systems	BANKCRD CCDISCOUNT	\$13.22
080122-PACE Total				\$13.22
080822-AmTrust	8/31/2022	AMTRUST NORTH AMERICA - Workman's Comp	AmTrust Online Payment	\$4,490.00
080822-AmTrust Total				\$4,490.00
081122-ServChrg	8/31/2022	Wells Fargo Bank Service Fee	August 2022 Client Analysis Service Charge	\$130.39
081122-ServChrg Total				\$130.39
08172022 IRS	8/17/2022	US Treasury	08102022 Payroll IRS Payment	\$17,073.11
08172022 IRS Total				\$17,073.11
08172022 PIT	8/17/2022	EDD-PIT	08102022 Payroll PIT Payment	\$2,407.84
08172022 PIT Total				\$2,407.84
08172022 SDI	8/17/2022	EDD-SDI	08102022 Payroll SDI Payment	\$867.39
08172022 SDI Total				\$867.39
082322-ACH	8/31/2022	Fonality - NetFortis	Fonality monthly payment for phone service	\$1,303.91
082322-ACH Total				\$1,303.91
08242022 IRS	8/24/2022	US Treasury	08192022 Payroll IRS Payment	\$418.57
08242022 IRS Total				\$418.57
08242022 PIT	8/24/2022	EDD-PIT	08192022 Payroll PIT Payment	\$35.64
08242022 PIT Total				\$35.64
08242022 SDI	8/24/2022	EDD-SDI	08192022 Payroll SDI Payment	\$18.74
08242022 SDI Total				\$18.74
082422-987341	8/31/2022	Bank Direct Capital Finance	Sexual Assault & Molestation Policy Installment 1	\$15,028.55
082422-987341 Total				\$15,028.55
082522-EDD	8/24/2022	Employment Development Dept	August 25 2022 Garnishment Payment to EDD	\$207.39
082522-EDD Total				\$207.39
08312022 IRS	8/31/2022	US Treasury	08252022 Payroll IRS Payment	\$30,307.67
08312022 IRS Total				\$30,307.67
08312022 PIT	8/31/2022	EDD-PIT	08252022 Payroll PIT Payment	\$5,873.59
08312022 PIT Total				\$5,873.59
08312022 SDI	8/31/2022	EDD-SDI	08252022 Payroll SDI Payment	\$2,105.67
08312022 SDI Total				\$2,105.67
70869	8/2/2022	Ebmeyer Charter	21-22 Bus Services - 10	\$72,827.10
			21-22 Bus Services - 9	\$144,342.00
		(blank)	(blank)	\$0.00
70869 Total				\$217,169.10
70870	8/4/2022	Aetna Life Insurance Company		\$47,795.99
			August 2022 Acct #97765653	\$47,795.99
70870 Total				\$95,591.98
70871	8/4/2022	Aflac		\$705.20
			July 2022 Acct MTV63	\$705.20
70871 Total				\$1,410.40
70872	8/4/2022	MESVision	August 2022 Group	\$1,362.26
			August 2022 Group 24010	\$1,362.26
70872 Total				\$2,724.52
70873	8/4/2022	METROPOLITAN LIFE INSURANCE COMPANY		\$576.05

**ENCORE HIGH SCHOOLS
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Reason	Sum of Amount
70873	8/4/2022	METROPOLITAN LIFE INSURANCE COMPANY	August 2022 Acct #KM05728946 0001	\$576.05
70873 Total				\$1,152.10
70874	8/4/2022	NABCO	July 2022 - Policy# AS0010853	\$292.24
70874 Total				\$292.24
70879	8/9/2022	Advance Disposal Co.	Finance Charge On Invoice	\$28.38
			July Storage Box	\$0.84
70879 Total				\$29.22
70880	8/9/2022	Amazon Capital Services, Inc.	Replacement Battery for Defibulator	\$101.98
70880 Total				\$101.98
70881	8/9/2022	Carol Rangel	Employee Reimbursement - Office Supplies	\$70.42
70881 Total				\$70.42
70882	8/9/2022	City of Hesperia	Water Service	\$163.75
			Water Service acct #DB0022F-002	\$163.75
70882 Total				\$327.50
70883	8/9/2022	College Board	5 Day Virtual PD Summer Institute	\$1,300.00
70883 Total				\$1,300.00
70884	8/9/2022	County of San Bernardino-Dept of Public Health	School Full Service Preparation	\$1,152.00
70884 Total				\$1,152.00
70885	8/9/2022	David Caines	Employee Reimbursement - Meal	\$43.42
70885 Total				\$43.42
70886	8/9/2022	DEPARTMENT OF JUSTICE / ACCOUNTING OFFICE / CASHIERING UI	June 2022 Fingerprints	\$98.00
70886 Total				\$98.00
70887	8/9/2022	DMV Renewal	Information Services - 6/1/2021 - 6/30/2022	\$4.00
70887 Total				\$4.00
70888	8/9/2022	Frontier	May 2022 Internet Service	\$13,827.42
70888 Total				\$13,827.42
70889	8/9/2022	Frontier	May 2022 Internet Service	\$136.90
			July 2022 Internet Service	\$155.00
70889 Total				\$291.90
70890	8/9/2022	Green Comfort	A/C & Heater Commercial Maintenance & Repair	\$2,813.58
70890 Total				\$2,813.58
70891	8/9/2022	Hesperia Unified School District	Supplies	\$961.80
70891 Total				\$961.80
70892	8/9/2022	Honors Graduation	Graduation Honor Cords & Medallions	\$219.28
70892 Total				\$219.28
70893	8/9/2022	Jacob Gleason	Employee Reimbursement - Meal	\$42.38
70893 Total				\$42.38
70894	8/9/2022	Jones School Supply Co., Inc	Class of 2022 Large - Enamel Medals	\$985.18
			Class of 2022 Ribbons and Enamel Medals	\$617.84
70894 Total				\$1,603.02
70895	8/9/2022	Mesquit's Supply, LLC	Janitorial Supplies	\$1,948.30
70895 Total				\$1,948.30
70896	8/9/2022	NASSP/NHS	07/01/22-06/30/23 National Student Council Affiliation	\$190.00
70896 Total				\$190.00

**ENCORE HIGH SCHOOLS
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Reason	Sum of Amount	
70897	8/9/2022	Pitney Bowes Bank Inc	Purchase Power	Late fee & finance charges	\$113.22
70897 Total					\$113.22
70898	8/9/2022	Purchase Power		Postage Equipment refill	\$268.18
70898 Total					\$268.18
70899	8/9/2022	Quill Corporation		Office Supplies	\$729.08
				Material & Supplies Supplies	\$279.20
70899 Total					\$1,008.28
70900	8/9/2022	Rip & Tear Upholstery		Furniture Upholstery	\$4,400.00
70900 Total					\$4,400.00
70901	8/9/2022	Schola		Advertising/Enrollment	\$10,000.00
70901 Total					\$10,000.00
70902	8/9/2022	School Nurse Supply		Evogen Vending Machine	\$908.38
70902 Total					\$908.38
70903	8/9/2022	SYSCO RIVERSIDE , INC.		Kitchen Order - PO-61322kitchenstuff	\$29.96
				PO-61233kitchenstuff	\$413.10
				PO-61322kitchenstuff	\$210.62
				PO-61622beachday	\$1,229.24
70903 Total					\$1,882.92
70904	8/9/2022	Terminix International Company		May 2022 Pest Control	\$249.32
70904 Total					\$249.32
70905	8/9/2022	US Premium Finance		Insurance installment #9	\$15,925.08
70905 Total					\$15,925.08
70906	8/10/2022	National Benefits Services		August 10 2022 403b Contribution	\$200.00
70906 Total					\$200.00
70907	8/10/2022	San Bernardino County Office of Education		August 10 2022 PERS	\$41,793.22
				August 10 2022 STRS	\$8,173.86
70907 Total					\$49,967.08
70908	8/16/2022	Fresh Start Meals, Inc.		April 2022 Meals	\$38,045.06
				May 2022 Meals	\$43,296.46
70908 Total					\$81,341.52
70909	8/17/2022	San Bernardino Co Superintendent of Schools		CalPERS Fees for GASB-68 Reports & Schedules	\$700.00
70909 Total					\$700.00
70918	8/24/2022	Advance Disposal Co.		July 2022 Trash Disposal Service	\$5,525.08
70918 Total					\$5,525.08
70919	8/24/2022	APEX Rentals		Equipment rent for maintenace & repairs	\$1,350.00
				Equipment rental for maintenace & repairs	\$3,159.20
				Propane	\$106.82
70919 Total					\$4,616.02
70920	8/24/2022	Hi Desert Alarm		Fire Alarm Monitoring	\$8,400.00
				HDA Installed Security Alarm	\$5,600.00
70920 Total					\$14,000.00
70921	8/24/2022	Boogie Dayz		Attorney Fees and Costs	\$230.00
70921 Total					\$230.00
70922	8/24/2022	Boogie Dayz		Kubo RocknRoll Circus Show Projection Services	\$1,000.00

**ENCORE HIGH SCHOOLS
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Reason	Sum of Amount
70922 Total				\$1,000.00
70923	8/24/2022	Car Clinic Inc.	Car Maintenance	\$2,066.38
70923 Total				\$2,066.38
70924	8/24/2022	City of Hesperia	Water Service	\$3,418.23
			Water Service acct #DB0022-002	\$3,418.23
70924 Total				\$6,836.46
70925	8/24/2022	Delta Managed Solutions, Inc.	Accounting Service - May 2022	\$32,764.00
70925 Total				\$32,764.00
70926	8/24/2022	Ebmeyer Charter	22-23 Bus Services - 1st Installment	\$150,023.82
70926 Total				\$150,023.82
70927	8/24/2022	Green Comfort	A/C & Heater Commercial Maintenance & Repair	\$6,377.10
70927 Total				\$6,377.10
70928	8/24/2022	Locksavvy LLC	Locks repair service	\$549.38
70928 Total				\$549.38
70929	8/24/2022	Marin by the Bay	Summer APSI Training - Online 7/11/22 - 7/14/22	\$1,250.00
70929 Total				\$1,250.00
70930	8/24/2022	Measure Education Inc.	June 2022 Data Management Services	\$8,103.52
70930 Total				\$8,103.52
70931	8/24/2022	Mobile Occupational Services, Inc.	Alcohol and Drug Testing	\$190.00
70931 Total				\$190.00
70932	8/24/2022	Nigro & Nigro	2021/22 Audit Services	\$25,380.00
70932 Total				\$25,380.00
70933	8/24/2022	Purchase Power	Postage Equipment refill	\$1,316.12
70933 Total				\$1,316.12
70934	8/24/2022	Quill Corporation	Office Supplies	\$2,174.24
70934 Total				\$2,174.24
70935	8/24/2022	Remind101, INC	SIS Sync Subscription Fee - 4/13/2022 - 4/12/2023	\$7,356.80
70935 Total				\$7,356.80
70936	8/24/2022	Terminix International Company	July 2022 Pest Control	\$249.32
70936 Total				\$249.32
70937	8/24/2022	Typing.com LLC	TC Premium (100-149) Qte. No. 4976399000013737201	\$840.40
70937 Total				\$840.40
70938	8/24/2022	UMB Bank	UMB 2016 Revenue Bonds 5/1/2022 - 5/31/2022	\$655.00
70938 Total				\$655.00
70939	8/24/2022	Verizon	May 2022 Wireless Service	\$4,960.02
70939 Total				\$4,960.02
70940	8/24/2022	Veritext LLC	Maestas V Encore - remote proceedings	\$4,138.50
70940 Total				\$4,138.50
70941	8/24/2022	Western NRG, Inc.	Western NRG's 24x7 URGENT CARE SUPPORT	\$270.00
70941 Total				\$270.00
70942	8/24/2022	Young, Minney & Corr, LLP	March 2022 Legal Service	\$25,615.00
70942 Total				\$25,615.00
70943	8/29/2022	Employment Development Dept	August 25 2022 Garnishment Payment to EDD	\$643.50
70943 Total				\$643.50

**ENCORE HIGH SCHOOLS
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Reason	Sum of Amount
70944	8/29/2022	National Benefits Services	August 25 2022 403b Contribution	\$1,400.00
70944 Total				\$1,400.00
70945	8/29/2022	San Bernardino County Office of Education	August 25 2022 PERS	\$51,149.76
			August 25 2022 STRS	\$69,900.14
70945 Total				\$121,049.90
Ck#2262	8/1/2022	Guard Dog Storage of Hesperia LLC	Guard Dog Storage	\$1,195.44
Ck#2262 Total				\$1,195.44
Grand Total				\$1,021,386.22

**ENCORE JUNIOR/SENIOR HIGH SCHOOL
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Sum of Amount
080122-PACE	8/31/2022	Pace Payments Systems	\$13.22
080822-AmTrust	8/31/2022	AMTRUST NORTH AMERICA - Workman's Comp	\$4,490.00
081122-ServChrg	8/31/2022	Wells Fargo Bank Service Fee	\$130.39
08172022 IRS	8/17/2022	US Treasury	\$17,073.11
08172022 PIT	8/17/2022	EDD-PIT	\$2,407.84
08172022 SDI	8/17/2022	EDD-SDI	\$867.39
082322-ACH	8/31/2022	Fonality - NetFortis	\$1,303.91
08242022 IRS	8/24/2022	US Treasury	\$418.57
08242022 PIT	8/24/2022	EDD-PIT	\$35.64
08242022 SDI	8/24/2022	EDD-SDI	\$18.74
082422-987341	8/31/2022	Bank Direct Capital Finance	\$15,028.55
082522-EDD	8/24/2022	Employment Development Dept	\$207.39
08312022 IRS	8/31/2022	US Treasury	\$30,307.67
08312022 PIT	8/31/2022	EDD-PIT	\$5,873.59
08312022 SDI	8/31/2022	EDD-SDI	\$2,105.67
70869	8/2/2022	Ebmeyer Charter	\$217,169.10
70869	8/2/2022	(blank)	\$0.00
70870	8/4/2022	Aetna Life Insurance Company	\$95,591.98
70871	8/4/2022	Aflac	\$1,410.40
70872	8/4/2022	MESVision	\$2,724.52
70873	8/4/2022	METROPOLITAN LIFE INSURANCE COMPANY	\$1,152.10
70874	8/4/2022	NABCO	\$292.24
70879	8/9/2022	Advance Disposal Co.	\$29.22
70880	8/9/2022	Amazon Capital Services, Inc.	\$101.98
70881	8/9/2022	Carol Rangel	\$70.42
70882	8/9/2022	City of Hesperia	\$327.50
70883	8/9/2022	College Board	\$1,300.00
70884	8/9/2022	County of San Bernardino-Dept of Public Health	\$1,152.00
70885	8/9/2022	David Caines	\$43.42
70886	8/9/2022	DEPARTMENT OF JUSTICE / ACCOUNTING OFFICE / CASHIERING UN	\$98.00
70887	8/9/2022	DMV Renewal	\$4.00
70888	8/9/2022	Frontier	\$13,827.42
70889	8/9/2022	Frontier	\$291.90
70890	8/9/2022	Green Comfort	\$2,813.58
70891	8/9/2022	Hesperia Unified School District	\$961.80
70892	8/9/2022	Honors Graduation	\$219.28
70893	8/9/2022	Jacob Gleason	\$42.38
70894	8/9/2022	Jones School Supply Co., Inc	\$1,603.02
70895	8/9/2022	Mesquit's Supply, LLC	\$1,948.30
70896	8/9/2022	NASSP/NHS	\$190.00
70897	8/9/2022	Pitney Bowes Bank Inc Purchase Power	\$113.22
70898	8/9/2022	Purchase Power	\$268.18
70899	8/9/2022	Quill Corporation	\$1,008.28
70900	8/9/2022	Rip & Tear Upholstery	\$4,400.00
70901	8/9/2022	Schola	\$10,000.00
70902	8/9/2022	School Nurse Supply	\$908.38
70903	8/9/2022	SYSCO RIVERSIDE , INC.	\$1,882.92
70904	8/9/2022	Terminix International Company	\$249.32
70905	8/9/2022	US Premium Finance	\$15,925.08
70906	8/10/2022	National Benefits Services	\$200.00
70907	8/10/2022	San Bernardino County Office of Education	\$49,967.08
70908	8/16/2022	Fresh Start Meals, Inc.	\$81,341.52
70909	8/17/2022	San Bernardino Co Superintendent of Schools	\$700.00
70918	8/24/2022	Advance Disposal Co.	\$5,525.08
70919	8/24/2022	APEX Rentals	\$4,616.02
70920	8/24/2022	Hi Desert Alarm	\$14,000.00
70921	8/24/2022	Boogie Dayz	\$230.00
70922	8/24/2022	Boogie Dayz	\$1,000.00
70923	8/24/2022	Car Clinic Inc.	\$2,066.38
70924	8/24/2022	City of Hesperia	\$6,836.46
70925	8/24/2022	Delta Managed Solutions, Inc.	\$32,764.00
70926	8/24/2022	Ebmeyer Charter	\$150,023.82
70927	8/24/2022	Green Comfort	\$6,377.10
70928	8/24/2022	Locksavvy LLC	\$549.38
70929	8/24/2022	Marin by the Bay	\$1,250.00
70930	8/24/2022	Measure Education Inc.	\$8,103.52
70931	8/24/2022	Mobile Occupational Services, Inc.	\$190.00
70932	8/24/2022	Nigro & Nigro	\$25,380.00
70933	8/24/2022	Purchase Power	\$1,316.12
70934	8/24/2022	Quill Corporation	\$2,174.24
70935	8/24/2022	Remind101, INC	\$7,356.80

**ENCORE JUNIOR/SENIOR HIGH SCHOOL
WARRANT REGISTER: August 2022**

Check Number	Check Date	Payee	Sum of Amount
70936	8/24/2022	Terminix International Company	\$249.32
70937	8/24/2022	Typing.com LLC	\$840.40
70938	8/24/2022	UMB Bank	\$655.00
70939	8/24/2022	Verizon	\$4,960.02
70940	8/24/2022	Veritext LLC	\$4,138.50
70941	8/24/2022	Western NRG, Inc.	\$270.00
70942	8/24/2022	Young, Minney & Corr, LLP	\$25,615.00
70943	8/29/2022	Employment Development Dept	\$643.50
70944	8/29/2022	National Benefits Services	\$1,400.00
70945	8/29/2022	San Bernardino County Office of Education	\$121,049.90
Ck#2262	8/1/2022	Guard Dog Storage of Hesperia LLC	\$1,195.44
Grand Total			\$1,021,386.22

Coversheet

Staff Liaison Report

Section: III. Staff Reports
Item: B. Staff Liaison Report
Purpose: FYI
Submitted by:
Related Material: Staff Liaison Report for 10_24_22.pdf

memorandum

date: 10/20/2022
to: Board of Directors
from: Sandi Del Sole
subject: Staff Liaison Report

The staff are all busy preparing for our upcoming school Carnival and are excited for this event. The arts teachers are working with the students to prepare performances and displays to show off to parents and the community all of the wonderful things we do in our classes.

We have recently finished our first show run for the year, the drama production, Feiffer's People. It went well and was well received by our audiences. We are now working towards our dance and cirque show that will run in December.

A concern many teachers on campus are having at this time is how the discipline on campus is perceived as being handled. Several teachers are finding that they are having extreme discipline issues in the classroom and on campus (like fights and doing drugs) and from what the teachers are seeing, the students involved are being sent to discipline or the office and then they are just sent back to class (or the next class). The teachers feel unsupported, and they are hearing the students complain about what appears to be a lack of severity in response from discipline.

We also have employees who have concerns about the HR situation. Currently our understanding is that our Executive Director is our HR representative which causes several issues for staff. One concern is that having your boss as the human resources representative could cause a conflict of interest and a situation where staff is unable to have a neutral ear to hear complaints about Administration issues. Additionally, they are only on campus part time and the staff is finding that issues that are emailed are going without response. Many answers to important complaints or very necessary questions are going unanswered.

The staff is finding that our forward momentum and positivity is helping with staff morale. Seeing St. Claire Adrian out on campus interacting with a smile and encouraging words and actively guiding students to class has been a wonderful addition to our campus. Both staff and students are feeling his positive vibe reverberating throughout the campus.

Coversheet

Principal's Report

Section: IV. Curriculum and Instruction
Item: A. Principal's Report
Purpose: FYI
Submitted by:
Related Material: Principal's Report 2022-10-24.pdf

MEMORANDUM

DATE: October 24, 2022
TO: Board of Directors
FROM: Dr. St. Claire Adriaan, Principal
SUBJECT: Board Report

The past few months as principal of Encore High School have provided me the opportunity to establish my identity as a leader and build trust and relationships within the Encore ecosystem, which includes all the stakeholders - the Encore Board of Directors, administrators, faculty and staff, students and families. I was able to get onto the balcony during the first thirty days and observe, meet people, ask questions, analyze student data, and dig into the budget and finances to get a broader understanding of the identity and state of our school.

The main objective during the first few weeks was to:

- Understand and get to know the school community - culture, vision, expectations and hopes and dreams for our children. In order to successfully achieve a smooth transition into this new role and meet the expectations of the organization, it was extremely important during the first few months that I:
 - Build a collaborative and transparent relationship with the Encore Board of Directors and the Executive Director, and that I gain clarity on their vision, goals and expectations of me to lead Encore by building on the current strengths and taking it to the next level.
 - Build positive relationships with faculty and staff through active listening, listening to understand and not to respond. Providing them a safe space within a restorative paradigm to share hopes, dreams, frustrations and their expectations of me. To build trust and assure them that I am there to work with them to build a community where students needs and outcomes guide what we do, and that faculty “voice” will be an important aspect of our decision making and growth.
 - Build positive relationships with students and families. This requires that I am visible and accessible, and that I ensure meet-and-greet sessions with families are taking place -coffee with the principal and evenings with the principal During these sessions, parents/caregivers are able to learn more about me and what is happening at the school, and they are able to ask questions and share their expectations. If you have not done so yet, please attend one of these; it happens monthly and is on our calendar.
- As someone who values “student voice,” I have made a point of getting to know our students by speaking and listening to them in both organized and casual conversations. I also make myself visible and interact with students in the morning, during lunch, at assemblies and during any

other opportunities that may present themselves. I have been able to learn most of the students; names and build relationships with our Pirates.

- I have been able to learn about and get to know the larger community and start building community partners. I have created opportunities to introduce myself and strengthen existing relationships as well as establish new ones.
- I have been able to dig into and understand the curriculum (Edgenuity), academic protocols and procedures (graduation requirements), discipline policies, and the need for sports programs and extracurricular activities. I have familiarized myself with the ARTS program at the school and I am committed to strengthening the development of amazing artists and performers graduating from Encore.
- I am highly committed to empowering faculty and staff with knowledge and skills to help them sharpen their saws and increase positive student outcomes. I am currently observing every classroom and collaborating with the teachers through feedback as part of my commitment to their growth as teachers at our school. Working with such a talented group of teachers whose growth mindset makes them open to feedback, makes it easy to ensure teacher empowerment and growth at our school.

After building relationships, learning more about all aspects of the school through observation and listening I have been able to identify and prioritize short- and long-term goals for myself and the school. Some of my goals include parent involvement and the establishment of a Parent Advisory Committee (PAC) at our school. I have also been working on ways to decrease tardiness to school and between classes. We have already seen some improvement in this area. We are also in the process of inviting some parents to “House Meetings.” This is a proactive collaboration with the students, all his/her teachers and the families to discuss areas of improvement that are needed to facilitate the students’ success. My main responsibility now is to build excitement and momentum for Encore, a community with a shared mission, vision, and values. This will be a community where everyone is engaged, feels seen and heard, has a strong sense of belonging, and works cooperatively to ensure that our student outcomes are met.

I am Encore, You are Encore, We are Encore.

Coversheet

September 2022 Financials

Section: V. Budget and Finance
Item: A. September 2022 Financials
Purpose: Vote
Submitted by:
Related Material: Encore Unaudited Financials Sep 2022.pdf



Encore High School for the Arts

DMS Monthly Update
Financial Report as of September 30, 2022



Encore High School Statement of Revenues & Expenditures As of September 30, 2022

Encore Budget vs Actuals	2022-23 Revised Budget	Actuals 9/30/2022	% of Budget
ADA			
Revenues			
LCFF State Revenue	9,510,984	550,336	6%
Federal Revenues	1,034,244	226,336	22%
Other State Revenues	2,791,616	12,246	0%
Local Revenue	40,000	17,735	44%
TTL Revenues	13,376,844	806,653	6%
Expenditures			
Certificated Salaries	2,915,738	399,767	14%
Classified Salaries	1,685,491	356,460	21%
Benefits	1,732,482	301,086	17%
Books & Supplies	371,000	38,824	10%
Services & Operations	3,809,117	960,438	25%
Capital Outlay	187,240	-	0%
Other Outgo	-	-	0%
Total Expenditures	10,701,068	2,056,575	19%
Operating Income/(Loss)	2,675,776	(1,249,922)	

**Encore Jr./Sr. High School for the Performing & Visual Arts
2022-23 Cash Flow
2022-23 Projected Monthly Cash Flow Statement**

Description	2022-23 Original Budget	July Actuals	August Actuals	September Actuals	October Budget	November Budget	December Budget	January Budget	February Budget	March Budget	April Budget	May Budget	June Budget	Accruals	Total For Year	Notes
BEGINNING CASH		414,330	1,651,459	1,010,992	355,624	747,713	1,178,072	1,452,702	1,560,830	1,086,541	1,291,554	1,390,996	1,205,245	1,023,761	414,330	
CASH INFLOWS																
REVENUES																
LCFF State Aid	4,949,590	-	275,168	275,168	495,302	495,302	495,302	495,302	495,302	384,548	384,548	384,548	384,548	384,548	4,949,590	
Education Protection Account	1,771,608	-	-	-	465,408	-	-	465,408	-	-	420,396	-	-	420,396	1,771,608	
Prior Year Adjustments	2,565,550	-	-	-	-	-	-	-	-	2,565,550	-	-	-	-	2,565,550	
In-Lieu-Of Property Taxes	224,236	-	-	-	45,121	19,052	19,052	19,052	19,052	19,052	33,912	16,956	16,956	16,032	224,236	
Federal Revenues	1,034,244	-	21,869	204,470	-	-	211,035	146,011	29,004	4,961	114,096	15,862	15,862	271,073	1,034,244	
Other State Revenues	2,791,616	-	12,246	-	103,264	448,561	426,766	54,500	54,500	85,248	172,106	422,499	426,766	585,161	2,791,616	
Other Local Revenues	40,000	300	10,879	6,556	2,474	2,474	2,474	2,474	2,474	2,474	2,474	2,474	2,474	-	40,000	
TTL CASH INFLOWS	13,376,844	300	320,162	486,194	1,111,569	965,389	1,154,629	1,182,748	600,332	3,061,833	1,127,532	842,339	846,606	1,677,211	13,376,844	
EXPENDITURES																
All Certificated Salaries	2,915,738	14,737	132,901	252,130	264,839	264,839	264,839	264,839	264,839	264,839	264,839	264,839	264,839	132,420	2,915,738	
All Classified Salaries	1,685,491	52,068	144,136	160,255	139,898	139,898	139,898	139,898	139,898	139,898	139,898	139,898	139,898	69,949	1,685,491	
All Benefits	1,732,482	31,943	109,936	159,206	159,044	159,044	159,044	159,044	159,044	159,044	159,044	159,044	159,044	-	1,732,482	
All Materials & Supplies	371,000	11,005	5,418	22,401	49,283	35,361	35,361	35,361	35,361	35,361	35,361	35,361	35,361	6	371,000	
All Services and Operations	3,809,117	249,619	428,102	282,717	332,175	332,175	332,175	332,175	332,175	332,175	285,645	285,645	285,645	-	3,810,421	
All Capital Outlay/Depreciation	187,240	-	-	-	-	-	-	-	-	-	-	-	-	187,240	187,240	
All Other Outgo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TTL CASH OUTFLOWS	10,701,068	359,372	820,493	876,709	945,239	931,317	931,317	931,317	931,317	931,317	884,787	884,787	884,787	389,615	10,702,372	
NET REVENUES	2,675,776														2,674,472	
Accounts Receivable (net change)	2,940,722	2,060,110	17,606	(9,286)	138,081	539,590	194,621	-	-	-	-	-	-	-	-	
Accounts Payable (net change)		(463,909)	(78,128)	(175,954)	230,981	-	-	-	-	-	-	-	-	-	487,010	
Due to Grantor Gov't		-	(79,613)	(79,613)	(143,303)	(143,303)	(143,303)	(143,303)	(143,303)	(143,303)	(143,303)	(143,303)	(143,303)	-	1,448,957	
Fixed Asset Acquisitions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2022 Bond Issue		-	-	-	-	-	-	-	-	(1,782,200)	-	-	-	-	-	
Deferred Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital Leases		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET INFLOWS/OUTFLOWS	1,596,201	(140,135)	(264,853)	(264,853)	225,759	396,287	51,318	(143,303)	(143,303)	(1,925,503)	(143,303)	(143,303)	(143,303)	-	1,935,966	
ENDING CASH BALANCE		1,651,459	1,010,992	355,624	747,713	1,178,072	1,452,702	1,560,830	1,086,541	1,291,554	1,390,996	1,205,245	1,023,761			
Days Cash On Hand		57	35	12	26	41	50	54	38	45	48	42	36			

