

Monarch River Academy

Regular Board Meeting



May 24, 2022 at 4:30 PM | 6200 S Mooney Blvd, Visalia, CA 93277

Zoom Link: <https://zoom.us/j/4183238475>

Meeting ID: 418 323 8475

Join by Phone: (669) 900-6833

Monarch River Mission Statement

The mission of Monarch River Academy is to develop the individual gifts of students in Tulare County and adjacent counties to become proficient in Common Core State Standards and become critical thinkers, responsible citizens and innovative leaders prepared for academic and real-life achievement in the 21st Century. The mission will be accomplished in a personalized environment that fosters successful achievement through quality, personalized, standards-based education, which could include online coursework, offline textbook work, and unique hands-on and experiential learning experiences facilitated in partnership with students, parents, staff, and community.

Agenda

	Presenter(s)	Time
I. Opening Items		4:30 PM
A. Record Attendance		1 m
B. Call the Meeting to Order	Dr. Sam Nofziger	1m
C. Flag Salute	Dr. Sam Nofziger	1m
D. Discussion & Potential Action on the Approval of the Agenda (p. 1-4)	Dr. Sam Nofziger	1m
E. Public Comment	Dr. Sam Nofziger	5 m
F. Discussion and Potential Action to Approve the April 26, 2022 Board Meeting Minutes & the May 6, 2022 Special Board Meeting (p.	Dr. Sam Nofziger	1 m

1-16) Minutes		
II. Finance		4:40 PM
A. Discussion & Potential Action on the April 2022 Financials (p. 17-62)	Jim Surmeian	10 m
B. Discussion & Potential Action of Charter School Capital Report/Contract (p. 63)	Dr. Laurie Goodman	5 m
C. Discussion of Planning Amount Buckets (p. 64)	Steph Johnson	5 m
III. Academic Excellence		5:00 PM
A. Public Hearing: Local Control and Accountability Plan (LCAP) Public Hearing (p. 65-162)	Dr. Laurie Goodman	5 m
B. Presentation & Potential Discussion of Special Education Services Report (p. 163)	Dr. Steven James	5 m
C. Presentation and Potential Discussion on the Monthly Report on Hiring Efforts for Open Occupational Therapist (OT) & Speech & Language Pathologist (SLP) Positions (p. 164)	Dr. Steven James	5 m
D. Discussion & Potential Action on Staffing Declaration of Need (p. 165-169)	Dr. Laurie Goodman	5 m
IV. Operations		5:20 PM
A. Presentation & Potential Discussion of the COVID-19 School Report (p. 170-171)	Dr. Laurie Goodman	5 m
B. Presentation & Potential Discussion of the School's Enrollment Report (p. 172-173)	Dr. Laurie Goodman	5 m
V. Closed Session		5:30 PM

A. ANTICIPATED LITIGATION: Pursuant to paragraph (4) of subdivision (d) of Section 54956.9: 4 Cases - Closed Session (p. 174)	School Board Members, Legal Counsel, School Administration	20 m
B. Report Out of any Action Taken During Closed Session (p. 175)	Dr. Sam Nofziger	5 m
C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION: Executive Director & Co-Director/Principal - Closed Session (p. 176)	All Board Members	10 m
D. Report Out of any Action Taken During Closed Session (p. 177)		5 m
VI. Governance		6:05 PM
A. Discussion & Potential Action on Board Committees (p. 178)	Dr. Laurie Goodman	5 m
B. Discussion & Potential Action on Future Board Meeting Times (p. 179)	Dr. Sam Nofziger	5 m
C. Discussion & Potential Action on the 2022-2023 Board Meeting Calendar (p. 180-181)	Dr. Sam Nofziger	5 m
D. Discussion & Potential Action on the June Board Meeting Format (p. 182)	Dr. Sam Nofziger	5 m
VIII. Closing Items		6:25 PM
A. Board of Director Comments & Requests	Board Members	5 m
B. Announcement of the Next Scheduled Board Meeting Regular: June 21, 2022 at ____ PM	Dr. Sam Nofziger	1 m
C. Adjourn Meeting	Dr. Sam Nofziger	1 m

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April 26, 2022 at 4:30 PM | 3610 E. Ashlan Avenue, Fresno, CA 93926

Zoom Link: <https://zoom.us/j/4183238475>

Meeting ID: 418 323 8475

Join by Phone: (669) 900-6833

Monarch River Mission Statement

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Directors Present

Dr. Sam Nofziger (in-person), Dr. Craig Wheaton (remote), Monique Ouwinga (remote), Sarah Sanchez (remote)

Directors Absent

Elizabeth Wagner

Guests Present

Dr. Laurie Goodman, Stephanie Johnson (both in-person)
Joanna Fung, Jenny Plumb, Yolanda Vazquez, Denise Voth, Amy Friesen, Dr. Steven James, Lorraine Sewell, James Surmeian, Natalie Douty, Lissa Engstrom, Evamarie Celis, Michelene Fitzgerald, Student Presenter, Kimmi Buzzard (all remote)

Minutes

1. Opening Items

1.A. Record Attendance
1.B. Call the Meeting to Order
Dr. Sam Nofziger called the meeting of the board of directors of Monarch River Academy to order on Tuesday, April 26, 2022 at 4:37 PM.
1.C. Flag Salute
Dr. Sam Nofziger led the Flag Salute.
1.D. Approval of the Agenda
Dr. Craig Wheaton made a motion to approve the agenda. Monique Ouwinga seconded the motion. The board VOTED unanimously to approve the motion.
1.E. Public Comment
No public comments were made.
1.F. Review & Approval of Minutes
Sarah Sanchez made a motion to approve the minutes from the Board Meeting on March 22, 2022 Dr. Craig Wheaton seconded the motion. The board VOTED unanimously to approve the motion.
2. Academic Excellence (Part 1)
Natalie Douty, Lissa Engstrom, and student presenter shared about the Writer's Workshop Program.
3. Finance
3.A. March 2022 Financials
<ul style="list-style-type: none"> • Jim Surmeian from Charter Impact shared the school's financial report. • The 2022-2023 budget is in development. <p>Sarah Sanchez made a motion to approve the March 2022 Financials. Dr. Craig Wheaton seconded the motion. The board VOTED unanimously to approve the motion.</p>

3.B. 2022-2023 Planning Amount Chart

- Steph Johnson shared the proposed 2022-2023 Planning Amount Chart.

Dr. Craig Wheaton made a motion to approve the 2022-2023 Planning Amount Chart.
Sarah Sanchez seconded the motion.
The board VOTED unanimously to approve the motion.

3.C. Transitional Kindergarten Grant Plan

- Jenny Plumb presented the school's Transitional Kindergarten Grant Plan and provided an overview of the TK program that has been designed to meet the requirements of the grant as well as the needs of the students and families.

Sarah Sanchez made a motion to approve the Transitional Kindergarten Grant Plan.
Monique Ouwinga seconded the motion.
The board VOTED unanimously to approve the motion.

4. Academic Excellence (Part 2)

4.A. Special Education Inclusion/Push-In Model Plan

- Dr. Steven James shared the school's plan for an Inclusion Model for next school year that incorporates a co-teaching model with General and Special Education teachers.
- Maria Thoeni shared about how inclusion occurred on a small scale this school year.
- Sarah Sanchez wants to know if there will be any in person opportunities for instruction. Dr. Goodman and Steph Johnson shared there are authorizing district boundaries that must be adhered to for a resource center.

4.B. Progress Report on the Status of Open Positions for OT & SLP

- Dr. Steven James shared that interviews will be taking place in early May, but they are still looking for OT.
- Sarah Sanchez inquired if the job posting can be shared on social media.

4.C. 8th Grade Bridge Transition

- Evamarie Celis shared about the 8th Grade Bridge Transition program and how it has supported students this year.

4.D. SEL Presentation

- Yolanda Vazquez provided an update on the SEL program and an overview of some of the enhancements being developed for next school year.

4.E. Administrative Credential Extension Request

- Steph Johnson explained why the extension request was being made.

Sarah Sanchez made a motion to approve the extension.

Dr. Craig Wheaton seconded the motion.

The board VOTED unanimously to approve the motion.

4.F. Revised Grade Level Retention Policy

Sarah Sanchez made a motion to move this agenda item to the May meeting.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5. Operations

5.A. Central Valley Charter Schools (CVCS)

- Michelene Fitzgerald introduced the CVCS logo and what it means.
- Dr. Craig Wheaton wanted to be sure this would not be misleading to anyone that it is a charter management organization (CMO). Dr. Goodman agreed and reassured the board that CVCS is not a CMO.

5.B. COVID-19 School Report

- Dr. Laurie Goodman discussed the COVID-19 School Report.

5.C. Enrollment Report

- Dr. Laurie Goodman presented the school's current enrollment numbers and withdrawal figures.

5.D. Rate-In & Reclassification Process

- Dr. Laurie Goodman presented the Staff & Student Interaction Policy and explained why it is needed, primarily for Classified Staff.

Sarah Sanchez made a motion to approve the Rate-In & Reclassification Process.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5.D. Revised Salary Schedules

- Steph Johnson shared the revised salary schedules and explained the reason the

updates were needed.

Sarah Sanchez made a motion to approve the revised salary schedules.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5.F. Administrative Salary Schedule

- Steph Johnson shared the Administrative and Regional Coordinator Salary Schedule. Since the Regional Coordinators (RC) are required to have an Administrative Credential the stipend was moved into the RC salary amounts.

Sarah Sanchez made a motion to approve the revised Administrative Salary Schedule salary schedules.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5G. Virtual Learning Assistant

- Dr. Laurie Goodman presented the new position and explained why it was needed.

Sarah Sanchez made a motion to approve the Virtual Learning Assistant job description and position.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5H. Revised Employee Handbook

Dr. Craig Wheaton made a motion to approve the revised Employee Handbook. Schedule salary schedules.

Sarah Sanchez seconded the motion.

The board VOTED unanimously to approve the motion.

5I. 2022-2023 Educational Vendor Policies & Procedures

Sarah Sanchez made a motion to move this agenda item to the May Board meeting.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

5J. Revised Disposal of Unneeded Books, Equipment, & Supplies Policy

- Dr. Goodman highlighted the changes to the policy.

Sarah Sanchez made a motion to approved the revised Disposal of Unneeded books, Equipment & Supplies Policy.

<p>Monique Ouwinga seconded the motion. The board VOTED unanimously to approve the motion.</p>
<p>5. Administrator Evaluations</p>
<p>5.A. PUBLIC EMPLOYEE PERFORMANCE EVALUATION: Executive Director & Co-Director/ Principal - Closed Session</p>
<p>Sarah Sanchez made a motion to enter into Closed Session at 6:17 PM. Dr. Craig Wheaton seconded the motion. The board VOTED unanimously to approve the motion.</p> <p>Dr. Sam Nofziger made a motion to end Closed Session and return to the Open Meeting at 6:35 PM. Elizabeth Wagner seconded the motion. The board VOTED unanimously to approve the motion.</p>
<p>6.B. Report Out of any Action Taken During Closed Session</p>
<ul style="list-style-type: none"> Dr. Sam Nofziger reported that the Board took action to allow Dr. Laurie Goodman and Steph Johnson to review their Evaluations and then bring forward any questions and proposed 2022-2023 Goals at the May Board meeting.
<p>7. Governance</p>
<p>7.A. May Meeting Format</p>
<p>Sarah Sanchez made a motion to meet in person for the next board meeting and to discuss this item again during the June Board meeting. Dr. Craig Wheaton seconded the motion. The board VOTED to approve the motion.</p>
<p>7. Closing Items</p>
<p>7.A. Board of Director Comments & Requests</p>
<ul style="list-style-type: none"> Sarah requests to move the board meeting time to a later time. This will be added to the May Agenda or a Special Board Meeting in April.
<p>7.B. Announcement of the Next Scheduled Board Meetings</p>

Regular: May 17, 2022 at 4:30 PM

7.C. Adjourn Meeting

Sarah Sanchez made a motion to adjourn the Board Meeting at 6:43 PM.

Monique Ouwinga seconded the motion.

The board VOTED unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:24 PM

Respectfully Submitted,
Dr. Sam Nofziger

Prepared by:
Kimmi Buzzard

Noted by:

Board Secretary

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May 6, 2022 at 4:00 PM | 3610 E. Ashlan Avenue, Fresno, CA 93926

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Join by Phone: (669) 900-6833

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Directors Present

Dr. Sam Nofziger, Monique Ouwinga, Elizabeth Wagner, & Sarah Sanchez (all remote)

Directors Absent

Dr. Craig Wheaton

Guests Present

Joanna Fung, Dr. Laurie Goodman, Stephanie Johnson, Jenny Plumb, Denise Voth, Anahi Garrett, Kimmi Buzzard (all remote)

Minutes

1. Opening Items
1.A. Record Attendance
1.B. Call the Meeting to Order

Dr. Sam Nofziger called the meeting of the board of directors of Monarch River Academy to order on Friday, May 6, 2022 at 4:02 PM.
1.C. Flag Salute
Dr. Sam Nofziger led the Flag Salute.
1.D. Approval of the Agenda
Elizabeth Wagner made a motion to approve the agenda. Monique Ouwinga seconded the motion. The board VOTED unanimously to approve the motion.
1.E. Public Comment
No public comments were made.
2. Finance
<ul style="list-style-type: none"> • Dr. Goodman presented the rationale for why the school would like to change their Title 1 status. • Elizabeth Wagner asked for a specific example of how this change will benefit the school. Dr. Laurie Goodman explained how the current Intervention model is only for certain groups of students. Moving to the Schoolwide model will give the school flexibility to serve all students instead of only a select few groups. • Elizabeth Wagner asked if there are any known drawbacks to this change. Dr. Laurie Goodman shared that there would be less paperwork and there are currently no known negatives. <p>Elizabeth Wagner made a motion to approve the change of Title 1 program from Targeted Assistance to Schoolwide. Sarah Sanchez seconded the motion. The board VOTED unanimously to approve the motion.</p>
3. Academic Excellence
3.A. 2022-2023 Master Agreement
<ul style="list-style-type: none"> • Steph Johnson shared the proposed changes to the Master Agreement. <p>Sarah Sanchez made a motion to approve the 2022-2023 Master Agreement Monique Ouwinga seconded the motion.</p>

The board VOTED unanimously to approve the motion.
3.B. Resource Liaison Job Description
<ul style="list-style-type: none"> • Steph Johnson shared the reason/need for the Resource Liaison. • Elizabeth Wagner asked if this role will help connect resources and program information to families better. Dr. Laurie Goodman confirmed that this role will do just that and more. • Sarah Sanchez shared that she is happy to see this position return to the school. • Dr. Sam Nofziger shared that families feel safer, more comfortable, and more a part of the school community when schools have positions like this. <p>Sarah Sanchez made a motion to approve the Resource Liaison Job Description. Elizabeth Wagner seconded the motion. The board VOTED unanimously to approve the motion.</p>
4. Governance
4.A. Changing the May Board Meeting
<ul style="list-style-type: none"> • Dr. Goodman shared the reasons why the school is recommending that the Board meeting be changed from May 17th to May 24th. <p>Sarah Sanchez made a motion to change the Board meeting date from May 17th to May 24th. Elizabeth Wagner seconded the motion. The board VOTED unanimously to approve the motion.</p>
5. Closing Items
5.A. Board of Director Comments & Requests
<ul style="list-style-type: none"> • The board would like to discuss possibly changing the time of future Board Meetings.
5.B. Announcement of the Next Scheduled Board Meetings
Regular: May 24, 2022 at 4:30 PM
5.C. Adjourn Meeting
<p>Monique Ouwinga made a motion to adjourn the Board Meeting at 4:29 PM. Sarah Sanchez seconded the motion.</p>

The board VOTED unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:24 PM

Respectfully Submitted,
Dr. Sam Nofziger

Prepared by:
Kimmi Buzzard

Noted by:

Board Secretary

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Cover Sheet

April 2022 Financials

Section:	II. Finance
Item:	A. April 2022 Financials
Purpose:	Discussion & Potential Action - Vote
Related Material:	Financial Report - MR

BACKGROUND:

- Charter Impact has created a comprehensive report for the school's April financial transactions and reports.

RECOMMENDATION:

- Consider approval of the April 2022 Financial report.

Monarch River Academy

April 2022

Financial Presentation

MONARCH RIVER - Highlights

- 22-23 Budget Process Underway – 1300 Students Projected
- Evaluating Governor's Budget Revision – potentially large increases in funding
- Year-end surplus projected at \$1,038 M
- Senate Bill 740 Requirements:

- 40/80 Expense Ratio ✓

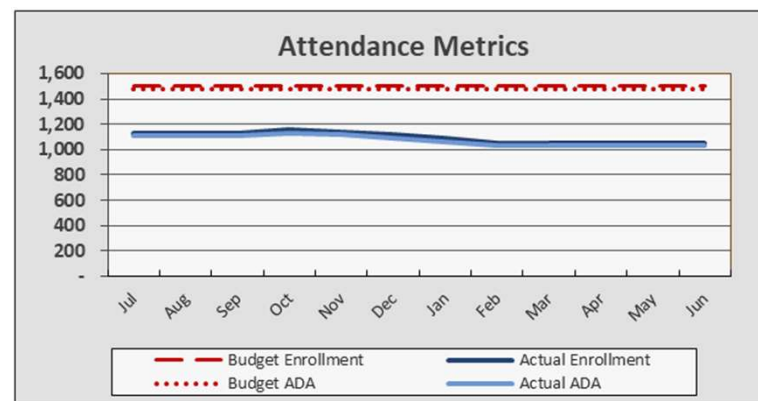
Cert.	Instr.
46.3%	83.1%
776,928	376,213

- 25:1 Pupil Teacher Ratio ✓

Pupil:Teacher Ratio
20.65 :1

Attendance & Data Metrics

Enrollment & Per Pupil Data			
	<u>Actual</u>	<u>Forecast</u>	<u>Budget</u>
Average Enrollment	<i>n/a</i>	1118	1505
ADA	<i>n/a</i>	1096	1475
Attendance Rate	<i>n/a</i>	98.0%	98.0%
Unduplicated %	42.9%	41.8%	42.9%
Revenue per ADA		\$11,344	\$11,003
Expenses per ADA		\$10,722	\$9,658



MONARCH RIVER - Revenue

Revenue

Year-to-Date		
Actual	Budget	Fav/(Unf)
\$ 6,951,800	\$ 8,497,726	\$ (1,545,927)
Federal Revenue 521,753	765,212	(243,459)
Other State Revenue 818,123	733,636	84,486
Other Local Revenue 1,383	-	1,383
Total Revenue \$ 8,293,058	\$ 9,996,574	\$ (1,703,516)

Annual/Full Year		
Forecast	Budget	Fav/(Unf)
\$ 10,258,324	\$ 14,090,469	\$ (3,832,144)
840,642	836,809	3,833
1,168,302	1,302,634	(134,332)
1,383	-	1,383
\$ 12,268,652	\$ 16,229,911	\$ (3,961,259)

MONARCH RIVER - Expenses

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
Expenses						
Certificated Salaries	\$ 3,941,851	\$ 4,374,129	\$ 432,279	\$ 4,753,390	\$ 5,275,459	\$ 522,069
Classified Salaries	94,194	1	(94,193)	116,572	1	(116,571)
Benefits	1,188,416	1,296,320	107,905	1,425,419	1,557,959	132,540
Books and Supplies	1,086,529	2,083,979	997,451	1,272,160	2,446,473	1,174,313
Subagreement Services	2,179,692	2,954,352	774,660	2,704,392	3,514,406	810,014
Operations	91,211	141,833	50,623	108,629	170,200	61,571
Facilities	748	-	(748)	748	-	(748)
Professional Services	582,082	789,679	207,597	779,329	1,082,364	303,035
Depreciation	37,735	-	(37,735)	45,283	-	(45,283)
Interest	24,368	198,819	174,451	24,368	198,819	174,451
Total Expenses	\$ 9,226,825	\$ 11,839,113	\$ 2,612,288	\$ 11,230,290	\$ 14,245,681	\$ 3,015,391

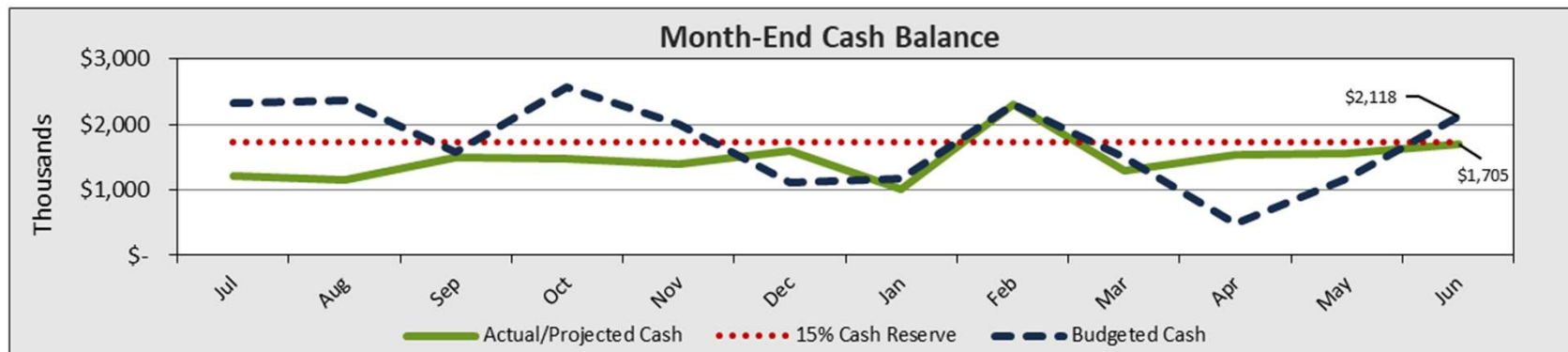
MONARCH RIVER - Fund Balance

- Projected current year-end surplus represents about 9.24% of annual expenses.
- Total Fund Surplus is now 27.7% of annual expenses

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
Total Surplus(Deficit)	\$ (933,767)	\$ (1,842,539)	\$ 908,772	\$ 1,038,362	\$ 1,984,230	\$ (945,868)
Beginning Fund Balance	<u>2,073,666</u>	<u>2,073,666</u>		<u>2,073,666</u>	<u>2,073,666</u>	
Ending Fund Balance	<u>\$ 1,139,899</u>	<u>\$ 231,127</u>		<u>\$ 3,112,028</u>	<u>\$ 4,057,896</u>	
<i>As a % of Annual Expenses</i>	10.2%	1.6%		27.7%	28.5%	

MONARCH RIVER - Cash Balance

- No further factoring required
- Year-end cash balance now projected to be \$1.9MM.



MONARCH RIVER – Compliance Reports

Area	Due Date	Description	Completed By	Board Must Approve	Signature Required	Additional Information
DATA	May-09	CALPADS End-of-Year 1, 2, 3 and 4 - The data submission window opens on May 9, 2022 and closes on July 29, 2022. End-of-Year data includes: Course completion, program eligibility/participation, homeless students, student discipline, cumulative enrollment, student absence, postsecondary, RFEP count, work-based learning indicator, CTE, postsecondary outcomes for Students with Disabilities and SpED.	Client	No	No	https://www.cde.ca.gov/ds/sp/cl/
FINANCE	May-16	Extended Due Date - Form 990 - The IRS Form 990 is the annual information return filed by most non-profit charter schools. The form should be reviewed and accepted by the Board prior to filing.	Client/Audit firm	Yes	No	http://www.publiccounsel.org/useful_materials?id=0025
FINANCE	May-20	Federal Stimulus Annual Report - Local educational agencies (LEAs) are required to report to the California Department of Education (CDE) on funds received through the CARES Act, the CRRA Act, and the ARP. (ESSER I, GEER, ESSER II, ESSER III). LEAs are required to report status of funds for the period October 1, 2020 - September 30, 2021.	Charter Impact with Client support	No	No	https://www.cde.ca.gov/tg/cr/anreporthelp.asp
FINANCE	May-20	Submit Charter Schools Annual Information Survey - The Charter Schools Annual Information Survey has 5 sections: location and school contact information, authorizing agency, site, curriculum and governance information, facilities, retirement and services information, and funding. The funding selection impacts how your school receives revenue payments. All charter schools must be either directly or locally funded. For example: LCFF apportionment funds for a locally funded charter school flow through its local chartering authority whereas funds for a direct funded charter school may flow directly to the county treasurer and then to the charter school. However, the funding type decision may impact the amount of other state and federal funds that a charter school receives.	Charter Impact	No	Yes	https://www.cde.ca.gov/sp/ch/csinfosvy.asp
FINANCE	Jun-01	Executive School Leadership Review Evaluation - The board of directors is responsible for hiring and establishing the compensation (salary and benefits) of the executive director by identifying compensation that is "reasonable and not excessive". The board conducting the review should document who was involved and the process used to conduct the review, as well as the disposition of the full board's decision to approve the executive director's compensation (minutes of a meeting are fine for this). The documentation should demonstrate that the board took the comparable data into consideration when it approved the compensation.	Client	Yes	No	<u>This is an IRS requirement for Executive Director positions. If needed, Charter Impact can provide data on comparable salaries for your organization's Board of Directors.</u>
FINANCE	Jun-25	Certification of the 2020-21 Second Principal Apportionment - The Principal Apportionment includes funding for the Local Control Funding Formula, which is the primary source of an LEA's general purpose funding; Special Education (AB 602); and funding for several other programs. The Second Principal Apportionment (P-2), certified by June 25, is based on the second period data that LEAs report to CDE in April and May. P-2 supersedes the P-1 Apportionment calculations and is the final state aid payment for the fiscal year ending in June.	Charter Impact	No	No	https://www.cde.ca.gov/tg/aa/pa/
FINANCE	Jun-30	Local Control and Accountability Plan - The LCAP is a three-year plan that describes the goals, actions, services, and expenditures to support positive student outcomes that address state and local priorities. The LCAP provides an opportunity for local educational agencies (LEAs) to share their stories of how, what, and why programs and services are selected to meet their local needs. The components of the LCAP for the 2022-2023 LCAP year must be posted as one document assembled in the following order: LCFF Budget Overview for Parents Supplement to the Annual Update to the 2021-22 LCAP Plan Summary Engaging Educational Partners Goals and Actions Increased or Improved Services for Foster Youth, English Learners, and Low-income students Action Tables Instructions The LCAP must be presented at the same public meeting as the budget, preceding the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	Client with Charter Impact support	Yes	No	https://www.cde.ca.gov/re/lc/
FINANCE	Jun-30	Submit Preliminary Budget Plan to Authorizer - Charter Schools are required to submit their annual budgets to their authorizer by the authorizer-imposed deadline. Authorizers then use the budget to determine if the Charter School has reasonable financial health to sustain operations. The budget must be presented at the same public meeting as the LCAP, following the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	Charter Impact	Yes	No	https://www.cde.ca.gov/tg/st/fr/calendar22district.asp
FINANCE	Jun-30	Pre-Kindergarten Planning and Implementation Grant Plan - State law requires each LEA to create a plan articulating how all children in the attendance area of the LEA will have access to full-day learning programs the year before kindergarten that meet the needs of parents, including through partnerships with the LEA's expanded learning offerings, the After-School Education and Safety Program, the California state preschool program, Head Start programs, and other community-based early learning and care programs (EC Section 8281.5). Under state law, the plan must be developed for consideration by the LEA's governing board or body at a public meeting on or before June 30, 2022.	Charter Impact	Yes	No	https://www.cde.ca.gov/cl/ga/em/
OPERATIONS	Jun-30	Approve school calendar and instructional minutes - 180/175 days charter schools and are allowed to shorten instructional year by 5 days without fiscal penalty. Kindergarten ~ 600 hours; Grades 1-3 ~ 840 hours; Grades 4-8 ~ 900 hours; Grades 9-12 ~ 1080 hours	Client with Charter Impact support	Yes	No	https://www.cde.ca.gov/tg/aa/pa/lcfftfaq.asp
GOVERNANCE	Jun-30	Review your Parental Involvement Policy - Every local educational agency (LEA) in California must have a parental involvement policy. Federal requirement (LEAs accepting Title I funds). State requirement (California Education Code [EC] for non-Title I schools. Parents must be involved in how the funds reserved for parental involvement will be allocated for parental involvement activities. Keep minutes and sign-in sheets documenting these discussions. The California Department of Education (CDE) reviews the Consolidated Application and Reporting System (CARS) to see if the required reservation has been made.	Client	Yes	No	https://www.cde.ca.gov/sp/sw/t1/parentfamilyinvolve.asp
GOVERNANCE	Jun-30	Review your Homeless Education Policy - A Homeless Education Policy is used to ensure that your school is compliant with key provisions of the Education for Homeless Children and Youths Act. It is also used to collect the contact information for your required designated homeless liaisons at your school. All schools are required to establish a board approved Homeless Education Policy.	Client	No	No	https://www.cde.ca.gov/sp/hs/cv/strategies.asp
FINANCE	Jun-30	School Nutrition Application Due to CDE - Funding supports five school meal and milk programs to assist schools, districts, and other nonprofit agencies in providing nutritious meals and milk to children at reasonable prices or free to qualified applicants. The five programs are the National School Lunch Program (NSLP), School Breakfast Program (SBP), Seamless Summer Feeding Option (SSFO), Special Milk Program (SMP), and State Meal Program (STMP)	Client	No	No	https://www.cde.ca.gov/ls/nu/sp/eligmaterials.asp
FINANCE	Jun-30	Complete Consolidated Application reporting - Spring - The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute California state and federal programs to county offices, school districts, and direct-funded charter schools throughout California. Annually, in May, each local educational agency (LEA) submits the spring release of the application to document participation in these programs and provide assurances that the district will comply with the legal requirements of each program.	Charter Impact with Client support	Yes	No	https://www.cde.ca.gov/tg/aa/co/index.asp
DATA	Jun-30	Principal Apportionment Data Collection - End-of-Year ADA data must be reconciled and submitted to Charter School authorizers for funding purposes. All attendance data collected from the first day of school to June 30, 2022 must be included in this submission. Due dates may vary and are prescribed by the schools' authorizer. The Principal Apportionment includes funding for the Local Control Funding Formula, which is the primary source of an LEA's general purpose funding; Special Education (AB 602); Expanded Learning Opportunities Program; and funding for several other programs. The Principal Apportionment is a series of apportionment calculations that adjust the flow of state funds throughout the fiscal year as information becomes known.	Charter Impact with Client support			https://www.cde.ca.gov/tg/aa/pa/index.asp

MONARCH RIVER - Appendix

- Monthly Cash Flow / Forecast 21-22
- Budget vs. Actual
- Statement of Financial Position
- Statement of Cash Flows
- Check Register
- AP Aging
- Compliance Report

Monarch River Academy

Monthly Cash Flow/Forecast FY21-22

Revised 05/19/2022

ADA = 1073.54

LCFF State Aid
New School/New Grade Apportionment
In Lieu of Property Taxes
New School In Lieu of Property Taxes
Special Education

Revenues

State Aid - Revenue Limit

8011 LCFF State Aid
8012 Education Protection Account
8019 State Aid - Prior Year
8096 In Lieu of Property Taxes

Federal Revenue

8181 Special Education - Entitlement
8290 Title I, Part A - Basic Low Income
8296 Other Federal Revenue
8299 Prior Year Federal Revenue

Other State Revenue

8311 State Special Education
8550 Mandated Cost
8560 State Lottery
8598 Prior Year Revenue
8599 Other State Revenue

Other Local Revenue

8660 Interest Revenue
8689 Other Fees and Contracts

Total Revenue

Expenses

Certificated Salaries

1100 Teachers' Salaries
1175 Teachers' Extra Duty/Stipends
1300 Administrators' Salaries
1900 Other Certificated Salaries

Classified Salaries

2100 Instructional Salaries
2200 Support Salaries
2400 Clerical and Office Staff Salaries
2900 Other Classified Salaries

Benefits

3101 STRS
3301 OASDI
3311 Medicare
3401 Health and Welfare
3501 State Unemployment
3601 Workers' Compensation
3901 Other Benefits

Books and Supplies

4302 School Supplies
4305 Software
4310 Office Expense
4311 Business Meals
4400 Noncapitalized Equipment

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
LCFF State Aid	0.0%	5.0%	5.0%	9.0%	9.0%	9.0%	9.0%	9.0%	20.0%	20.0%	20.0%	20.0%	20.0%			
New School/New Grade Apportionment	0.0%	0.0%	0.0%	37.0%	0.0%	0.0%	18.0%	0.0%	n/a	n/a	n/a	n/a	n/a			
In Lieu of Property Taxes	0.0%	6.0%	12.0%	8.0%	8.0%	8.0%	8.0%	8.0%	33.3%	16.7%	16.7%	16.7%	16.7%			
New School In Lieu of Property Taxes	0.0%	0.0%	0.0%	26.0%	8.0%	8.0%	8.0%	8.0%	n/a	n/a	n/a	n/a	n/a			
Special Education	0.0%	5.0%	5.0%	9.0%	9.0%	9.0%	9.0%	9.0%	20.0%	20.0%	20.0%	20.0%	20.0%			
Revenues															ADA = 1475.00	
State Aid - Revenue Limit																
8011 LCFF State Aid	-	410,272	410,272	738,490	738,490	738,490	738,490	738,489	1,075,720	1,075,720	1,069,563	1,069,563	1,088,035	9,891,593	13,595,060	(3,703,468)
8012 Education Protection Account	-	-	-	44,695	-	-	44,694	-	-	71,535	-	-	53,784	214,708	295,000	(80,292)
8019 State Aid - Prior Year	-	15,641	(0)	-	-	-	-	-	(6,157)	(6,157)	-	-	-	3,328	-	3,328
8096 In Lieu of Property Taxes	-	-	-	27,187	25,684	12,842	12,842	12,842	21,146	10,573	9,550	9,550	6,480	148,696	200,408	(51,712)
	-	425,913	410,272	810,372	764,174	751,332	796,026	751,331	1,090,710	1,151,672	1,079,113	1,079,113	1,148,299	10,258,324	14,090,469	(3,832,144)
Federal Revenue																
8181 Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	26,839	26,839	83,309	136,986	178,475	(41,489)
8290 Title I, Part A - Basic Low Income	-	-	-	-	-	-	-	72,133	-	-	-	-	65,011	137,144	95,533	41,611
8296 Other Federal Revenue	-	2,500	166,775	216	-	-	75,531	10,868	58,354	36,627	-	116,893	-	467,765	562,801	(95,036)
8299 Prior Year Federal Revenue	-	-	-	25,870	25,870	-	-	51,740	(4,732)	-	-	-	-	98,748	-	98,748
	-	2,500	166,775	26,086	25,870	-	75,531	134,741	53,622	36,627	26,839	143,732	148,320	840,642	836,809	3,833
Other State Revenue																
8311 State Special Education	30,635	30,635	55,143	55,143	55,143	55,143	55,143	79,838	79,838	79,838	79,813	79,813	96,747	832,873	907,125	(74,252)
8550 Mandated Cost	-	-	-	-	-	17,825	-	-	-	-	-	-	-	17,825	17,443	382
8560 State Lottery	-	-	-	-	-	-	66,070	-	-	58,205	-	-	93,806	218,081	293,525	(75,444)
8598 Prior Year Revenue	-	-	-	-	(5,445)	-	11,343	-	-	-	-	-	-	5,899	-	5,899
8599 Other State Revenue	-	-	-	-	-	-	-	116,403	(78,739)	55,960	-	-	-	93,624	84,541	9,083
	30,635	30,635	55,143	55,143	49,698	72,968	132,556	196,241	1,099	194,004	79,813	79,813	190,552	1,168,302	1,302,634	(134,332)
Other Local Revenue																
8660 Interest Revenue	-	308	-	-	639	-	-	436	-	-	-	-	-	1,383	-	1,383
8689 Other Fees and Contracts	-	-	-	-	-	7,275	-	-	(7,275)	-	-	-	-	-	-	-
	-	308	-	-	639	7,275	-	436	(7,275)	-	-	-	-	1,383	-	1,383
Total Revenue	30,635	459,357	632,190	891,601	840,381	831,575	1,004,114	1,082,749	1,138,155	1,382,303	1,185,765	1,302,658	1,487,171	12,268,652	16,229,911	(3,961,259)
Expenses																
Certificated Salaries																
1100 Teachers' Salaries	251,818	260,131	267,997	266,291	271,001	276,033	288,230	286,830	288,663	284,261	287,744	287,744	-	3,316,743	3,897,590	580,847
1175 Teachers' Extra Duty/Stipends	16,026	33,623	67,230	67,933	76,666	78,797	58,947	55,055	69,918	51,578	58,700	58,700	-	693,172	662,590	(30,581)
1300 Administrators' Salaries	61,975	59,042	51,983	51,983	51,983	56,033	51,983	52,083	56,083	52,083	52,033	52,033	-	649,300	634,191	(15,110)
1900 Other Certificated Salaries	7,057	7,057	13,658	7,057	7,057	7,557	7,268	7,793	7,793	7,293	7,293	7,293	-	94,175	81,088	(13,087)
	336,876	359,854	400,868	393,265	406,707	418,421	406,427	401,762	422,457	395,215	405,770	405,770	-	4,753,390	5,275,459	522,069
Classified Salaries																
2100 Instructional Salaries	-	-	-	2,400	1,210	90	-	-	-	477	-	-	-	4,176	1	(4,175)
2200 Support Salaries	4,418	4,339	4,342	4,473	4,200	4,523	4,156	3,997	4,548	4,180	4,497	4,497	-	52,170	-	(52,170)
2400 Clerical and Office Staff Salaries	-	-	-	2,584	2,136	2,426	2,185	2,814	3,104	2,022	3,000	3,000	-	23,270	-	(23,270)
2900 Other Classified Salaries	-	-	2,737	3,778	3,574	3,847	3,954	3,662	4,170	3,850	3,692	3,692	-	36,956	-	(36,956)
	4,418	4,339	7,079	13,234	11,120	10,886	10,294	10,472	11,822	10,529	11,189	11,189	-	116,572	1	(116,571)
Benefits																
3101 STRS	55,921	60,212	66,770	65,221	56,942	67,250	67,239	65,745	67,242	64,862	66,524	66,524	-	770,452	845,129	74,677
3301 OASDI	272	267	437	819	687	673	636	647	731	651	799	799	-	7,418	0	(7,418)
3311 Medicare	4,772	5,109	5,723	5,608	5,777	5,938	5,757	5,699	6,019	5,609	6,066	6,066	-	68,141	76,494	8,353
3401 Health and Welfare	44,139	50,012	34,699	36,201	42,169	37,772	39,775	43,408	43,370	72,239	41,083	41,083	-	525,951	529,650	3,699
3501 State Unemployment	2,393	821	938	1,110	82	7,905	9,167	308	116	419	1,519	1,519	-	26,296	32,830	6,534
3601 Workers' Compensation	1,799	2,117	3,405	2,117	2,117	2,117	2,117	2,117	2,117	2,117	2,510	2,510	-	27,161	73,856	46,696
3901 Other Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	109,295	118,538	111,971	111,075	107,775	121,655	124,691	117,924	119,594	145,896	118,502	118,502	-	1,425,419	1,557,959	132,540
Books and Supplies																
4302 School Supplies	26,530	127,506	160,200	98,904	55,827	92,335	71,471	74,918	103,996	93,958	113,419	52,628	-	1,071,693	2,176,817	1,105,124
4305 Software	28,914	6,966	14,067	14,131	1,550	1,765	16,080	6,481	9,287	12,786	8,858	8,858	-	129,745	183,300	53,555
4310 Office Expense	20	628	2,121	3,401	1,855	994	2,342	1,097	1,626	1,908	933	933	-	17,859	14,600	(3,259)
4311 Business Meals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4400 Noncapitalized Equipment	-	31,596	20,989	126	-	-	-	-	-	150	0	0	-	52,862	71,756	18,894
	55,464	166,696	197,378	116,563	59,232	95,095	89,893	82,496	114,909	108,802	123,211	62,420	-	1,272,160	2,446,473	1,174,313

Monarch River Academy

Monthly Cash Flow/Forecast FY21-22

Revised 05/19/2022

ADA = 1073.54



Subagreement Services

5102	Special Education	-	6,803	37,660	5,665	(62,387)	140,014	29,803	11,550	8,029	70,612	95,376	20,000	-
5106	Other Educational Consultants	4,477	31,828	123,186	28,476	96,462	17,859	(220,116)	471,294	151,914	122,132	132,937	61,685	-
5107	Instructional Services	141,075	141,075	141,075	141,075	141,075	(42,716)	153,159	67,727	110,443	110,443	107,351	107,351	-
		145,552	179,705	301,921	175,216	175,150	115,156	(37,154)	550,572	270,386	303,187	335,664	189,036	-

Operations and Housekeeping

5201	Auto and Travel	-	-	-	155	549	1,674	186	54	282	356	-	-	-
5300	Dues & Memberships	-	-	1,870	-	-	-	153	-	24	-	-	-	-
5400	Insurance	6,418	7,551	7,551	7,551	7,551	7,551	7,551	7,550	275	7,550	7,551	7,551	-
5516	Miscellaneous Expense	-	-	-	5,500	-	-	158	68	-	258	-	-	-
5900	Communications	-	-	-	216	192	-	7,144	1,271	617	534	900	900	-
5901	Postage and Shipping	-	-	597	1,198	197	100	225	-	-	-	258	258	-
		6,418	7,551	10,018	14,620	8,490	9,325	15,418	8,943	1,730	8,698	8,709	8,709	-

Facilities, Repairs and Other Leases

5601	Rent	-	-	-	-	-	-	-	-	-	-	-	-	-
5602	Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-
5603	Equipment Leases	-	-	-	-	-	-	-	-	-	-	-	-	-
5604	Other Leases	-	-	-	-	-	-	-	-	748	-	-	-	-
5605	Real/Personal Property Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
5610	Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	748	-	-	-	-

Professional/Consulting Services

5801	IT	-	-	-	-	4,000	-	-	-	-	-	175	175	-
5802	Audit & Taxes	-	-	4,354	-	-	949	-	4,354	-	-	-	-	-
5803	Legal	15,000	6,114	13,209	-	(7,154)	7,275	1,650	1,697	4,906	139	2,092	2,092	-
5804	Professional Development	30	845	5,769	-	2,500	-	19,200	5,918	-	1,244	2,450	2,450	-
5805	General Consulting	-	-	250	250	250	250	-	-	494	-	75	75	-
5806	Special Activities/Field Trips	-	312	436	204	268	671	119	1,315	2,061	1,918	2,558	1,187	-
5807	Bank Charges	570	637	705	501	633	713	639	648	580	686	758	758	-
5808	Printing	-	-	-	-	-	-	-	-	-	-	-	-	-
5809	Other taxes and fees	-	473	301	203	54	-	95	98	3,388	457	800	800	-
5810	Payroll Service Fee	276	1,067	1,570	598	1,531	721	1,516	715	711	631	1,342	1,342	-
5811	Management Fee	23,537	47,449	23,762	23,417	16,003	15,928	(2,397)	15,318	16,185	16,185	17,892	17,892	-
5812	District Oversight Fee	-	12,308	12,775	24,311	22,925	22,540	23,881	93,903	26,522	26,522	32,373	32,373	-
5813	County Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
5814	SPED Encroachment	-	-	-	-	-	-	-	-	-	-	8,532	8,532	60,524
5815	Public Relations/Recruitment	-	500	(1,000)	-	-	-	-	-	-	-	-	-	-
		39,413	69,704	62,130	49,484	41,010	49,046	44,703	123,965	54,846	47,781	69,047	67,676	60,524

Depreciation

6900	Depreciation Expense	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	-
		3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	-

Interest

7438	Interest Expense	-	-	10,758	-	-	13,610	-	-	-	-	-	-	-
		-	-	10,758	-	-	13,610	-	-	-	-	-	-	-

Total Expenses

Monthly Surplus (Deficit)

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
Subagreement Services																
5102 Special Education	-	6,803	37,660	5,665	(62,387)	140,014	29,803	11,550	8,029	70,612	95,376	20,000	-	363,125	534,200	171,075
5106 Other Educational Consultants	4,477	31,828	123,186	28,476	96,462	17,859	(220,116)	471,294	151,914	122,132	132,937	61,685	-	1,022,134	1,276,065	253,931
5107 Instructional Services	141,075	141,075	141,075	141,075	141,075	(42,716)	153,159	67,727	110,443	110,443	107,351	107,351	-	1,319,132	1,704,141	385,008
	145,552	179,705	301,921	175,216	175,150	115,156	(37,154)	550,572	270,386	303,187	335,664	189,036	-	2,704,392	3,514,406	810,014
Operations and Housekeeping																
5201 Auto and Travel	-	-	-	155	549	1,674	186	54	282	356	-	-	-	3,257	17,700	14,443
5300 Dues & Memberships	-	-	1,870	-	-	-	153	-	24	-	-	-	-	2,047	3,200	1,153
5400 Insurance	6,418	7,551	7,551	7,551	7,551	7,551	7,551	7,550	275	7,550	7,551	7,551	-	82,201	122,500	40,299
5516 Miscellaneous Expense	-	-	-	5,500	-	-	158	68	-	258	-	-	-	5,984	9,200	3,216
5900 Communications	-	-	-	216	192	-	7,144	1,271	617	534	900	900	-	11,775	13,400	1,625
5901 Postage and Shipping	-	-	597	1,198	197	100	225	-	-	-	258	258	-	2,834	4,200	1,366
	6,418	7,551	10,018	14,620	8,490	9,325	15,418	8,943	1,730	8,698	8,709	8,709	-	108,629	170,200	61,571
Facilities, Repairs and Other Leases																
5601 Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5602 Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5603 Equipment Leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5604 Other Leases	-	-	-	-	-	-	-	-	-	748	-	-	-	748	-	(748)
5605 Real/Personal Property Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5610 Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	748	-	-	-	748	-	(748)
Professional/Consulting Services																
5801 IT	-	-	-	-	4,000	-	-	-	-	-	175	175	-	4,350	2,900	(1,450)
5802 Audit & Taxes	-	-	4,354	-	-	949	-	4,354	-	-	-	-	-	9,656	14,200	4,544
5803 Legal	15,000	6,114	13,209	-	(7,154)	7,275	1,650	1,697	4,906	139	2,092	2,092	-	47,019	35,700	(11,319)
5804 Professional Development	30	845	5,769	-	2,500	-	19,200	5,918	-	1,244	2,450	2,450	-	40,405	39,100	(1,305)
5805 General Consulting	-	-	250	250	250	250	-	-	494	-	75	75	-	1,644	2,000	356
5806 Special Activities/Field Trips	-	312	436	204	268	671	119	1,315	2,061	1,918	2,558	1,187	-	11,047	150,642	139,595
5807 Bank Charges	570	637	705	501	633	713	639	648	580	686	758	758	-	7,828	11,500	3,672
5808 Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100	100
5809 Other taxes and fees	-	473	301	203	54	-	95	98	3,388	457	800	800	-	6,668	11,700	5,032
5810 Payroll Service Fee	276	1,067	1,570	598	1,531	721	1,516	715	711	631	1,342	1,342	-	12,018	18,200	6,182
5811 Management Fee	23,537	47,449	23,762	23,417	16,003	15,928	(2,397)	15,318	16,185	16,185	17,892	17,892	-	231,170	284,023	52,853
5812 District Oversight Fee	-	12,308	12,775	24,311	22,925	22,540	23,881	93,903	26,522	26,522	32,373	32,373	-	330,434	422,714	92,280
5813 County Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36	36
5814 SPED Encroachment	-	-	-	-	-	-	-	-	-	-	8,532	8,532	60,524	77,589	86,848	9,259
5815 Public Relations/Recruitment	-	500	(1,000)	-	-	-	-	-	-	-	-	-	-	(500)	2,700	3,200
	39,413	69,704	62,130	49,484	41,010	49,046	44,703	123,965	54,846	47,781	69,047	67,676	60,524	779,329	1,082,364	303,035
Depreciation																
6900 Depreciation Expense	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	-	45,283	-	(45,283)
	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	-	45,283	-	(45,283)
Interest																
7438 Interest Expense	-	-	10,758	-	-	13,610	-	-	-	-	-	-	-	24,368	198,819	174,451
	-	-	10,758	-	-	13,610	-	-	-	-	-	-	-	24,368	198,819	174,451
Total Expenses	701,211	910,162	1,105,895	877,231	813,257	836,968	658,046	1,299,908	999,518	1,024,629	1,075,866	867,075	60,524	11,230,290	14,245,681	3,015,391
Monthly Surplus (Deficit)	(670,576)	(450,805)	(473,705)	14,370	27,125	(5,394)	346,068	(217,159)	138,637	357,673	109,899	435,583	1,426,647	1,038,362	1,984,231	(945,868)

Monarch River Academy

Monthly Cash Flow/Forecast FY21-22

Revised 05/19/2022

ADA = 1073.54



Cash Flow Adjustments

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast
Monthly Surplus (Deficit)	(670,576)	(450,805)	(473,705)	14,370	27,125	(5,394)	346,068	(217,159)	138,637	357,673	109,899	435,583	1,426,647	1,038,362
Cash flows from operating activities														
Depreciation/Amortization	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	3,774	-	45,283
Public Funding Receivables	102,494	999,729	1,794,335	-	61,830	(17,825)	(699,616)	726,305	30,142	-	198,744	(356,759)	(1,487,171)	1,352,208
Grants and Contributions Rec.	554,056	142,573	-	54,316	(148,621)	(57,591)	(488,264)	687,586	(150,560)	67,475	-	-	-	660,971
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	(29,391)	(285)	813	1,269	(8,627)	1,041	6,247	(6,159)	5,931	(100,776)	-	-	-	(129,938)
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	(343,011)	(38,019)	218,759	(78,756)	(67,022)	(94,577)	190,050	141,308	(284,723)	227,044	-	-	60,524	(68,424)
Accrued Expenses	(7,484)	(41,523)	(297,797)	(5,630)	47,903	75,884	70,396	(78,477)	65,728	(221,695)	-	-	-	(392,695)
Other Liabilities	-	30,247	13,081	(216)	-	-	(6,159)	41,184	88,481	(92,588)	-	-	-	74,031
Cash flows from investing activities														
Purchases of Prop. And Equip.	(5,208)	(50,000)	-	-	-	-	-	-	-	-	-	-	-	(55,208)
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities														
Proceeds from Factoring	-	-	627,700	-	-	909,000	-	-	-	-	-	-	-	1,536,700
Payments on Factoring	-	(664,500)	(1,535,700)	-	-	(627,700)	-	-	(909,000)	-	-	-	-	(3,736,900)
Proceeds(Payments) on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Change in Cash	(395,347)	(68,809)	351,259	(10,874)	(83,639)	186,612	(577,505)	1,298,361	(1,011,590)	240,907	312,417	82,598		
Cash, Beginning of Month	1,609,915	1,214,569	1,145,759	1,497,018	1,486,144	1,402,505	1,589,117	1,011,612	2,309,973	1,298,383	1,539,291	1,851,708		
Cash, End of Month	1,214,569	1,145,759	1,497,018	1,486,144	1,402,505	1,589,117	1,011,612	2,309,973	1,298,383	1,539,291	1,851,708	1,934,306		

Original Budget Total	Favorable / (Unfav.)
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Cert.	Instr.
46.3%	83.1%
776,928	376,213

Pupil:Teacher Ratio
20.65

Monarch River Academy

Budget vs Actual

For the period ended April 30, 2022

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Revenues							
State Aid - Revenue Limit							
LCFF State Aid	\$ 1,075,720	\$ 1,817,936	\$ (742,216)	\$ 6,664,432	\$ 8,141,253	\$ (1,476,822)	\$ 13,595,060
Education Protection Account	71,535	73,750	(2,215)	160,924	221,250	(60,326)	295,000
State Aid - Prior Year	(6,157)	-	(6,157)	3,328	-	3,328	-
In Lieu of Property Taxes	10,573	21,728	(11,155)	123,116	135,223	(12,107)	200,408
Total State Aid - Revenue Limit	1,151,672	1,913,415	(761,743)	6,951,800	8,497,726	(1,545,927)	14,090,469
Federal Revenue							
Special Education - Entitlement	-	23,866	(23,866)	-	106,878	(106,878)	178,475
Title I, Part A - Basic Low Income	-	-	-	72,133	95,533	(23,400)	95,533
Other Federal Revenue	36,627	-	36,627	350,872	562,801	(211,929)	562,801
Prior Year Federal Revenue	-	-	-	98,748	-	98,748	-
Total Federal Revenue	36,627	23,866	12,762	521,753	765,212	(243,459)	836,809
Other State Revenue							
State Special Education	79,838	121,301	(41,463)	576,499	543,222	33,277	907,125
Mandated Cost	-	-	-	17,825	17,443	382	17,443
State Lottery	58,205	44,215	13,990	124,275	88,431	35,845	293,525
Prior Year Revenue	-	-	-	5,899	-	5,899	-
Other State Revenue	55,960	-	55,960	93,624	84,541	9,083	84,541
Total Other State Revenue	194,004	165,516	28,487	818,123	733,636	84,486	1,302,634
Other Local Revenue							
Interest Revenue	-	-	-	1,383	-	1,383	-
Total Other Local Revenue	-	-	-	1,383	-	1,383	-
Total Revenues	\$ 1,382,303	\$ 2,102,797	\$ (720,494)	\$ 8,293,058	\$ 9,996,574	\$ (1,703,516)	\$ 16,229,911
Expenses							
Certificated Salaries							
Teachers' Salaries	\$ 284,261	\$ 324,799	\$ 40,538	\$ 2,741,255	\$ 3,247,992	\$ 506,737	\$ 3,897,590
Teachers' Extra Duty/Stipends	51,578	66,259	14,681	575,772	530,072	(45,700)	662,590
Administrators' Salaries	52,083	52,849	766	545,234	528,492	(16,742)	634,191
Other Certificated Salaries	7,293	6,757	(535)	79,590	67,573	(12,017)	81,088
Total Certificated Salaries	395,215	450,665	55,450	3,941,851	4,374,129	432,279	5,275,459
Classified Salaries							
Instructional Salaries	477	0	(477)	4,176	1	(4,175)	1
Support Salaries	4,180	-	(4,180)	43,175	-	(43,175)	-
Clerical and Office Staff Salaries	2,022	-	(2,022)	17,270	-	(17,270)	-
Other Classified Salaries	3,850	-	(3,850)	29,572	-	(29,572)	-
Total Classified Salaries	10,529	0	(10,529)	94,194	1	(94,193)	1
Benefits							
State Teachers' Retirement System, certificated posit	64,862	72,196	7,335	637,403	700,736	63,333	845,129
OASDI/Medicare/Alternative, certificated positions	651	0	(651)	5,820	0	(5,820)	0
Medicare/Alternative, certificated positions	5,609	6,535	926	56,009	63,425	7,416	76,494
Health and Welfare Benefits, certificated positions	72,239	44,138	(28,102)	443,785	441,375	(2,410)	529,650
State Unemployment Insurance, certificated position:	419	1,642	1,222	23,258	29,547	6,289	32,830
Workers' Compensation Insurance, certificated positi	2,117	6,309	4,192	22,141	61,238	39,097	73,856
Total Benefits	145,896	130,819	(15,077)	1,188,416	1,296,320	107,905	1,557,959
Books & Supplies							
School Supplies	93,958	399,663	305,705	905,646	1,857,822	952,176	2,176,817
Software	12,786	15,275	2,489	112,029	152,750	40,721	183,300
Office Expense	1,908	1,217	(692)	15,993	12,167	(3,826)	14,600
Noncapitalized Equipment	150	13,174	13,024	52,861	61,241	8,379	71,756
Total Books & Supplies	108,802	429,329	320,527	1,086,529	2,083,979	997,451	2,446,473

Monarch River Academy

Budget vs Actual

For the period ended April 30, 2022

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Subagreement Services							
Special Education	70,612	44,517	(26,095)	247,749	445,167	197,417	534,200
Other Educational Consultants	122,132	234,285	112,153	827,512	1,089,068	261,556	1,276,065
Instructional Services	110,443	142,012	31,569	1,104,431	1,420,117	315,686	1,704,141
Total Subagreement Services	303,187	420,814	117,627	2,179,692	2,954,352	774,660	3,514,406
Operations & Housekeeping							
Auto and Travel	356	1,475	1,119	3,257	14,750	11,493	17,700
Dues & Memberships	-	267	267	2,047	2,667	620	3,200
Insurance	7,550	10,208	2,658	67,099	102,083	34,984	122,500
Miscellaneous Expense	258	767	509	6,516	7,667	1,151	9,200
Communications	534	1,117	582	9,975	11,167	1,192	13,400
Postage and Shipping	-	350	350	2,317	3,500	1,183	4,200
Total Operations & Housekeeping	8,698	14,183	5,486	91,211	141,833	50,623	170,200
Facilities, Repairs & Other Leases							
Other Leases	748	-	(748)	748	-	(748)	-
Total Facilities, Repairs & Other Leases	748	-	(748)	748	-	(748)	-
Professional/Consulting Services							
IT	-	242	242	4,000	2,417	(1,583)	2,900
Audit & Taxes	-	-	-	9,656	14,200	4,544	14,200
Legal	139	2,975	2,836	42,836	29,750	(13,086)	35,700
Professional Development	1,244	3,258	2,015	35,505	32,583	(2,922)	39,100
General Consulting	-	167	167	1,494	1,667	173	2,000
Special Activities/Field Trips	1,918	27,658	25,740	7,303	128,567	121,264	150,642
Bank Charges	686	958	272	6,312	9,583	3,272	11,500
Printing	-	8	8	-	83	83	100
Other Taxes and Fees	457	975	518	5,068	9,750	4,682	11,700
Payroll Service Fee	631	1,517	886	9,335	15,167	5,832	18,200
Management Fee	16,185	23,669	7,484	195,387	236,686	41,299	284,023
District Oversight Fee	26,522	57,402	30,880	265,687	254,932	(10,755)	422,714
County Fees	-	-	-	-	36	36	36
SPED Encroachment	-	11,613	11,613	-	52,008	52,008	86,848
Public Relations/Recruitment	-	225	225	(500)	2,250	2,750	2,700
Total Professional/Consulting Services	47,781	130,667	82,886	582,082	789,679	207,596	1,082,364
Depreciation							
Depreciation Expense	3,774	-	(3,774)	37,735	-	(37,735)	-
Total Depreciation	3,774	-	(3,774)	37,735	-	(37,735)	-
Interest							
Interest Expense	-	-	-	24,368	198,819	174,451	198,819
Total Interest	-	-	-	24,368	198,819	174,451	198,819
Total Expenses	\$ 1,024,629	\$ 1,576,478	\$ 551,848	\$ 9,226,825	\$ 11,839,113	\$ 2,612,288	\$ 14,245,681
Change in Net Assets	357,673	526,319	(168,646)	(933,766)	(1,842,539)	908,772	1,984,231
Net Assets, Beginning of Period	782,226			2,073,666			
Net Assets, End of Period	\$ 1,139,899			\$ 1,139,899			

Monarch River Academy

Statement of Cash Flows

For the period ended April 30, 2022

	Month Ended 04/30/22	YTD Ended 04/30/22
Cash Flows from Operating Activities		
Changes in Net Assets	\$ 357,673	\$ (933,766)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	3,774	37,735
Decrease/(Increase) in Operating Assets:	-	-
Public Funding Receivables	-	2,997,394
Grants, Contributions & Pledges Receivable	67,475	(1,539,229)
Prepaid Expenses	(100,776)	(129,937)
Accounts Payable	227,044	(128,948)
Accrued Expenses	(221,695)	(392,695)
Deferred Revenue	(92,588)	74,031
Total Cash Flows from Operating Activities	240,907	(15,416)
Cash Flows from Financing Activities		
Proceeds from (payments on) Long-Term Debt	-	(55,208)
Total Cash Flows from Financing Activities	-	(55,208)
Change in Cash & Cash Equivalents	240,907	(70,625)
Cash & Cash Equivalents, Beginning of Period	1,298,383	1,609,915
Cash and Cash Equivalents, End of Period	\$ 1,539,291	\$ 1,539,291

Monarch River Academy

Statement of Financial Position

April 30, 2022

	Current Balance	Beginning Year Balance	YTD Change	YTD % Change
Assets				
Current Assets				
Unrestricted Cash	\$ 1,179,456	\$ 1,609,915	\$ (430,459)	-27%
Restricted Cash	359,835	-	359,835	0%
Total Cash & Cash Equivalents	1,539,291	1,609,915	(70,625)	-27%
Public Funding Receivables	222,329	3,219,723	(2,997,394)	-93%
Grants & Contributions Receivable	89,974	750,946	(660,971)	-88%
Factored Receivable	-	(2,200,200)	2,200,200	-100%
Due To/From Related Parties	(250)	(250)	-	0%
Prepaid Expenses	185,573	55,635	129,937	234%
Total Current Assets	2,036,917	3,435,769	(1,398,852)	-41%
Long-Term Assets				
Property & Equipment, Net	188,675	226,410	(37,735)	-17%
Total Long Term Assets	188,675	226,410	(37,735)	-17%
Total Assets	\$ 2,225,592	\$ 3,662,179	\$ (1,436,587)	-39%
Liabilities				
Current Liabilities				
Accounts Payable	\$ 270,365	\$ 399,313	\$ (128,948)	-32%
Accrued Liabilities	323,202	715,897	(392,695)	-55%
Deferred Revenue	359,835	285,804	74,031	26%
Notes Payable, Current Portion	62,500	62,500	-	0%
Total Current Liabilities	1,015,901	1,463,514	(447,613)	-31%
Long-Term Liabilities				
Notes Payable, Net of Current Portion	69,792	125,000	(55,208)	-44%
Total Long-Term Liabilities	69,792	125,000	(55,208)	-44%
Total Liabilities	1,085,692	1,588,513	(502,821)	-32%
Total Net Assets	1,139,899	2,073,666	(933,766)	-45%
Total Liabilities and Net Assets	\$ 2,225,592	\$ 3,662,179	\$ (1,436,587)	-39%

Monarch River Academy

Accounts Payable Aging

For the period ended April 30, 2022

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
All About Learning Press, Inc.	910843	4/5/2022	5/5/2022	\$ 211	\$ -	\$ -	\$ -	\$ -	\$ 211
Allard's Art Inc.	22-008898-02	4/18/2022	5/18/2022	105	-	-	-	-	105
America's Kids Inc.	22-006325-02	4/3/2022	5/3/2022	105	-	-	-	-	105
America's Kids Inc.	22-006554-01	4/3/2022	5/3/2022	110	-	-	-	-	110
America's Kids Inc.	22-006556-01	4/3/2022	5/3/2022	110	-	-	-	-	110
America's Kids Inc.	22-007800-02	4/3/2022	5/3/2022	90	-	-	-	-	90
America's Kids Inc.	22-008031-02	4/3/2022	5/3/2022	105	-	-	-	-	105
America's Kids Inc.	22-010696-01	4/3/2022	5/3/2022	191	-	-	-	-	191
America's Kids Inc.	22-010696-02	4/3/2022	5/3/2022	191	-	-	-	-	191
America's Kids Inc.	22-010701-02	4/3/2022	5/3/2022	77	-	-	-	-	77
America's Kids Inc.	22-010702-02	4/3/2022	5/3/2022	100	-	-	-	-	100
America's Kids Inc.	22-011093-01	4/3/2022	5/3/2022	69	-	-	-	-	69
America's Kids Inc.	22-011691-01	4/3/2022	5/3/2022	199	-	-	-	-	199
America's Kids Inc.	22-011821-01	4/3/2022	5/3/2022	149	-	-	-	-	149
America's Kids Inc.	22-011996-01	4/3/2022	5/3/2022	199	-	-	-	-	199
America's Kids Inc.	22-012000-01	4/3/2022	5/3/2022	105	-	-	-	-	105
America's Kids Inc.	22-012228-01	4/3/2022	5/3/2022	96	-	-	-	-	96
America's Kids Inc.	22-014818-01	4/10/2022	5/10/2022	110	-	-	-	-	110
America's Kids Inc.	22-014861-01	4/10/2022	5/10/2022	275	-	-	-	-	275
America's Kids Inc.	22-014861-02	4/10/2022	5/10/2022	220	-	-	-	-	220
America's Kids Inc.	22-014869-01	4/10/2022	5/10/2022	80	-	-	-	-	80
America's Kids Inc.	22-014869-02	4/10/2022	5/10/2022	80	-	-	-	-	80
America's Kids Inc.	22-014871-01	4/10/2022	5/10/2022	96	-	-	-	-	96
America's Kids Inc.	22-014871-02	4/10/2022	5/10/2022	77	-	-	-	-	77
America's Kids Inc.	22-015228-01	4/10/2022	5/10/2022	199	-	-	-	-	199
America's Kids Inc.	22-016033-01	4/10/2022	5/10/2022	96	-	-	-	-	96
America's Kids Inc.	22-016356-01	4/10/2022	5/10/2022	80	-	-	-	-	80
America's Kids Inc.	22-016511-01	4/24/2022	5/24/2022	77	-	-	-	-	77
America's Kids Inc.	22-017464-01	4/24/2022	5/24/2022	77	-	-	-	-	77
America's Kids Inc.	22-017671-01	4/24/2022	5/24/2022	83	-	-	-	-	83
America's Kids Inc.	22-017674-01	4/24/2022	5/24/2022	83	-	-	-	-	83
American Kids Sports Center	22-004780-02	4/4/2022	5/4/2022	278	-	-	-	-	278

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American Kids Sports Center	22-006493-02	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-006963-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-007857-02	4/4/2022	5/4/2022	214	-	-	-	-	214
American Kids Sports Center	22-007862-02	4/4/2022	5/4/2022	214	-	-	-	-	214
American Kids Sports Center	22-008645-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-008804-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-009026-01	4/4/2022	5/4/2022	80	-	-	-	-	80
American Kids Sports Center	22-009028-01	4/4/2022	5/4/2022	64	-	-	-	-	64
American Kids Sports Center	22-009605-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-009744-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-010058-01	4/4/2022	5/4/2022	113	-	-	-	-	113
American Kids Sports Center	22-010510-01	4/4/2022	5/4/2022	113	-	-	-	-	113
American Kids Sports Center	22-010511-01	4/4/2022	5/4/2022	209	-	-	-	-	209
American Kids Sports Center	22-010985-01	4/4/2022	5/4/2022	86	-	-	-	-	86
American Kids Sports Center	22-010987-01	4/4/2022	5/4/2022	86	-	-	-	-	86
American Kids Sports Center	22-012494-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-012495-01	4/4/2022	5/4/2022	86	-	-	-	-	86
American Kids Sports Center	22-012514-01	4/4/2022	5/4/2022	107	-	-	-	-	107
American Kids Sports Center	22-015863-01	4/4/2022	5/4/2022	107	-	-	-	-	107
Andrew Carmona	22-008739-02	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-008742-02	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-009262-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-009263-02	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-015115-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-015116-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-015117-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-017715-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Andrew Carmona	22-017861-01	4/8/2022	5/8/2022	60	-	-	-	-	60
Aspire Speech & Learning Center	033122CaGRI	3/31/2022	4/30/2022	750	-	-	-	-	750
Aspire Speech & Learning Center	033122CaPET	3/31/2022	4/30/2022	600	-	-	-	-	600
Aspire Speech & Learning Center	033122ChGAR	3/31/2022	4/30/2022	788	-	-	-	-	788
Aspire Speech & Learning Center	22-000158-01	4/11/2022	5/11/2022	400	-	-	-	-	400
Aspire Speech & Learning Center	22-007532-01	4/11/2022	5/11/2022	400	-	-	-	-	400
Aspire Speech & Learning Center	22-011121-01	4/8/2022	5/8/2022	160	-	-	-	-	160
Bakersfield Swim Academy	22-006998-01	4/4/2022	5/4/2022	220	-	-	-	-	220
Bakersfield Swim Academy	22-009743-01	4/4/2022	5/4/2022	160	-	-	-	-	160
Bakersfield Swim Academy	22-009852-01	4/4/2022	5/4/2022	160	-	-	-	35.of 182	160

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Bakersfield Swim Academy	22-010031-01	4/4/2022	5/4/2022	160	-	-	-	-	160
Bakersfield Swim Academy	22-010033-01	4/4/2022	5/4/2022	160	-	-	-	-	160
Beautiful Feet Books, Inc.	16633	3/31/2022	4/30/2022	243	-	-	-	-	243
Beautiful Feet Books, Inc.	16760	4/22/2022	5/22/2022	274	-	-	-	-	274
Beautiful Feet Books, Inc.	16765	4/22/2022	5/22/2022	122	-	-	-	-	122
Beautiful Feet Books, Inc.	16767	4/22/2022	5/22/2022	104	-	-	-	-	104
Bonnie Haskell	22-009317-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Bonnie Haskell	22-009335-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Bonnie Haskell	22-016440-01	4/1/2022	5/1/2022	20	-	-	-	-	20
Bonnie Haskell	22-016465-01	4/1/2022	5/1/2022	20	-	-	-	-	20
Bonnie Haskell	22-016466-01	4/1/2022	5/1/2022	20	-	-	-	-	20
BookShark	1304	4/21/2022	5/21/2022	51	-	-	-	-	51
BookShark	BI0002711	4/4/2022	5/4/2022	22	-	-	-	-	22
BookShark	BI0002904	4/8/2022	5/8/2022	34	-	-	-	-	34
BookShark	BI0002946	4/12/2022	5/12/2022	76	-	-	-	-	76
BookShark	BI0002961	4/12/2022	5/12/2022	1,176	-	-	-	-	1,176
BookShark	BI0002962	4/12/2022	5/12/2022	162	-	-	-	-	162
BookShark	BI0003116	4/15/2022	5/15/2022	37	-	-	-	-	37
BookShark	BI0003190	4/19/2022	5/19/2022	8	-	-	-	-	8
BookShark	BI0003221	4/19/2022	5/19/2022	32	-	-	-	-	32
BookShark	BI0003318	4/22/2022	5/22/2022	82	-	-	-	-	82
Braille Abilities, LLC	4028	4/22/2022	5/22/2022	2,420	-	-	-	-	2,420
Brenda Myers	22-005499-04	4/4/2022	5/4/2022	100	-	-	-	-	100
Brenda Myers	22-005499-05	4/4/2022	5/4/2022	25	-	-	-	-	25
Brenda Myers	22-005499-06	4/4/2022	5/4/2022	25	-	-	-	-	25
Brenda Myers	22-013894-01	4/4/2022	5/4/2022	125	-	-	-	-	125
Brenda Myers	22-015774-01	4/4/2022	5/4/2022	100	-	-	-	-	100
Brenda Myers	22-015774-02	4/4/2022	5/4/2022	100	-	-	-	-	100
Brenda Myers	22-015967-01	4/4/2022	5/4/2022	100	-	-	-	-	100
Brian Hammons Piano	22-008497-02	4/1/2022	5/1/2022	150	-	-	-	-	150
Brian Hammons Piano	22-008498-02	4/1/2022	5/1/2022	150	-	-	-	-	150
Brian Hammons Piano	22-008499-02	4/1/2022	5/1/2022	150	-	-	-	-	150
Brian Hammons Piano	22-010389-01	4/1/2022	5/1/2022	90	-	-	-	-	90
Brian Hammons Piano	22-010390-01	4/1/2022	5/1/2022	90	-	-	-	-	90
Brian Hammons Piano	22-010392-01	4/1/2022	5/1/2022	90	-	-	-	-	90
Brian Hammons Piano	22-013356-01	4/1/2022	5/1/2022	160	-	-	-	-	160
Brian Hammons Piano	22-013356-02	4/1/2022	5/1/2022	160	-	-	-	36 of 182	160

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Brian Hammons Piano	22-013357-01	4/1/2022	5/1/2022	160	-	-	-	-	160
Brian Hammons Piano	22-013357-02	4/1/2022	5/1/2022	160	-	-	-	-	160
Brian Hammons Piano	22-013359-01	4/1/2022	5/1/2022	160	-	-	-	-	160
Brian Hammons Piano	22-013359-02	4/1/2022	5/1/2022	160	-	-	-	-	160
Brian Hammons Piano	22-014954-01	4/1/2022	5/1/2022	130	-	-	-	-	130
Brian Hammons Piano	22-015410-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Brian Hammons Piano	22-015414-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Brian Hammons Piano	22-015419-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Brittany Guirell	22-005199-01	4/2/2022	5/2/2022	175	-	-	-	-	175
Brittany Guirell	22-005208-01	4/2/2022	5/2/2022	175	-	-	-	-	175
Brittany Guirell	22-016575-01	4/11/2022	5/11/2022	100	-	-	-	-	100
Brittany Guirell	22-017018-01	4/11/2022	5/11/2022	200	-	-	-	-	200
Bungalow Lane ALC	22-012587-02	4/18/2022	5/18/2022	200	-	-	-	-	200
Bungalow Lane ALC	22-012589-02	4/18/2022	5/18/2022	200	-	-	-	-	200
Bungalow Lane ALC	22-012593-02	4/18/2022	5/18/2022	200	-	-	-	-	200
Bungalow Lane ALC	22-017067-01	4/18/2022	5/18/2022	125	-	-	-	-	125
Bungalow Lane ALC	22-017068-01	4/18/2022	5/18/2022	200	-	-	-	-	200
C'est La Vie Arts	22-011687-01	4/11/2022	5/11/2022	180	-	-	-	-	180
C'est La Vie Arts	22-011689-01	4/11/2022	5/11/2022	180	-	-	-	-	180
C'est La Vie Arts	22-017030-01	4/11/2022	5/11/2022	180	-	-	-	-	180
Cen Cal Dance Academy	22-007024-02	4/20/2022	5/20/2022	60	-	-	-	-	60
Cen Cal Dance Academy	22-011941-01	4/20/2022	5/20/2022	180	-	-	-	-	180
Center for Vision Development Optome	5404	4/15/2022	5/15/2022	195	-	-	-	-	195
Center for Vision Development Optome	5460	4/15/2022	5/15/2022	175	-	-	-	-	175
Central California Gymnastics Institute -	22-001226-02	4/7/2022	5/7/2022	98	-	-	-	-	98
Central California Gymnastics Institute -	22-002992-02	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-005533-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-008229-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-008232-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-008910-01	4/7/2022	5/7/2022	68	-	-	-	-	68
Central California Gymnastics Institute -	22-008911-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-009196-01	4/7/2022	5/7/2022	69	-	-	-	-	69
Central California Gymnastics Institute -	22-009197-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-009916-01	4/7/2022	5/7/2022	98	-	-	-	-	98
Central California Gymnastics Institute -	22-010582-01	4/7/2022	5/7/2022	69	-	-	-	-	69
Central California Gymnastics Institute -	22-010584-01	4/7/2022	5/7/2022	62	-	-	-	-	62
Central California Gymnastics Institute -	22-010585-01	4/7/2022	5/7/2022	52	-	-	-	37 of 182	52

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Central California Gymnastics Institute -	22-011405-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-014217-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Central California Gymnastics Institute -	22-014286-01	4/7/2022	5/7/2022	75	-	-	-	-	75
Christine L Beltz	22-000554-01	4/4/2022	5/4/2022	80	-	-	-	-	80
Christine L Beltz	22-000558-01	4/4/2022	5/4/2022	80	-	-	-	-	80
Christine L Beltz	22-000580-01	4/4/2022	5/4/2022	250	-	-	-	-	250
Christine L Beltz	22-000581-01	4/4/2022	5/4/2022	250	-	-	-	-	250
Christine L Beltz	22-002272-01	4/4/2022	5/4/2022	100	-	-	-	-	100
Christine L Beltz	22-003002-01	4/4/2022	5/4/2022	150	-	-	-	-	150
Christine L Beltz	22-008385-01	4/4/2022	5/4/2022	50	-	-	-	-	50
Christine L Beltz	22-008385-02	4/4/2022	5/4/2022	50	-	-	-	-	50
Christine L Beltz	22-008387-01	4/4/2022	5/4/2022	150	-	-	-	-	150
Christine L Beltz	22-008387-02	4/4/2022	5/4/2022	50	-	-	-	-	50
Christine L Beltz	22-008388-01	4/4/2022	5/4/2022	150	-	-	-	-	150
Christine L Beltz	22-008388-02	4/4/2022	5/4/2022	50	-	-	-	-	50
CLM Farms	22-014803-01	4/20/2022	4/20/2022	-	65	-	-	-	65
Dance Arts	22-012508-02	4/22/2022	5/22/2022	65	-	-	-	-	65
Dance Arts	22-016967-01	4/22/2022	5/22/2022	65	-	-	-	-	65
Dance Arts	22-018402-01	4/22/2022	5/22/2022	55	-	-	-	-	55
Denise Nicholes	22-010617-02	4/1/2022	5/1/2022	100	-	-	-	-	100
Denise Nicholes	22-012028-01	4/1/2022	5/1/2022	25	-	-	-	-	25
Denise Nicholes	22-013750-02	4/1/2022	5/1/2022	100	-	-	-	-	100
Denise Nicholes	22-015164-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Denise Nicholes	22-017432-01	4/18/2022	5/18/2022	25	-	-	-	-	25
Denise Nicholes	22-017433-01	4/18/2022	5/18/2022	25	-	-	-	-	25
Dinamite Sports Event Center	22-007453-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-007490-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008199-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008478-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008847-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008848-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008850-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-008914-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009273-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009274-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009280-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009281-01	4/6/2022	5/6/2022	175	-	-	-	38 of 182	175

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Dinamite Sports Event Center	22-009397-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009421-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009424-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009425-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009442-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009444-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009610-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009611-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-009676-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-012253-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-012255-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-012256-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-012618-01	4/6/2022	5/6/2022	175	-	-	-	-	175
Dinamite Sports Event Center	22-013844-01	4/6/2022	5/6/2022	175	-	-	-	-	175
E-Therapy, LLC	25208	3/31/2022	4/30/2022	2,140	-	-	-	-	2,140
Educational Development Corporation	DIR0809870	3/31/2022	4/30/2022	26	-	-	-	-	26
Educational Development Corporation	DIR0809872	3/31/2022	4/30/2022	43	-	-	-	-	43
Educational Development Corporation	DIR10000132	4/11/2022	5/11/2022	76	-	-	-	-	76
Erilynne Christiansen	22-009872-01	4/7/2022	5/7/2022	100	-	-	-	-	100
Erilynne Christiansen	22-010586-01	4/7/2022	5/7/2022	100	-	-	-	-	100
Evan-Moor	INV342312	4/11/2022	5/11/2022	387	-	-	-	-	387
GL Kenpo	22-015069-01	4/6/2022	5/6/2022	390	-	-	-	-	390
Good Dirt Pottery Studio	22-015935-01	4/8/2022	5/8/2022	80	-	-	-	-	80
Good Dirt Pottery Studio	22-015937-01	4/8/2022	5/8/2022	80	-	-	-	-	80
Good Dirt Pottery Studio	22-015940-01	4/8/2022	5/8/2022	80	-	-	-	-	80
Goodfellow Occupational Therapy, Inc.	2301	4/5/2022	4/30/2022	2,118	-	-	-	-	2,118
Grace Note Music Studio	22-010769-01	4/6/2022	5/6/2022	200	-	-	-	-	200
Grace Note Music Studio	22-010769-02	4/6/2022	5/6/2022	250	-	-	-	-	250
Grace Note Music Studio	22-014218-01	4/6/2022	5/6/2022	40	-	-	-	-	40
Grace Note Music Studio	22-014218-02	4/6/2022	5/6/2022	200	-	-	-	-	200
Grace Note Music Studio	22-015526-01	4/6/2022	5/6/2022	360	-	-	-	-	360
Grace Note Music Studio	22-015529-01	4/6/2022	5/6/2022	360	-	-	-	-	360
Grace Note Music Studio	22-015532-01	4/6/2022	5/6/2022	360	-	-	-	-	360
Grace Note Music Studio	22-016625-01	4/6/2022	5/6/2022	240	-	-	-	-	240
Grace Note Music Studio	22-017587-01	4/6/2022	5/6/2022	150	-	-	-	-	150
Growing Healthy Children Therapy Serv	MRA_2203	3/31/2022	4/30/2022	4,863	-	-	-	-	4,863
Guido's Martial Arts Academy	22-007324-02	4/5/2022	5/5/2022	229	-	-	-	39 of 182	229

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Guido's Martial Arts Academy	22-008722-02	4/5/2022	5/5/2022	136	-	-	-	-	136
Guido's Martial Arts Academy	22-008723-02	4/5/2022	5/5/2022	136	-	-	-	-	136
Guido's Martial Arts Academy	22-008724-02	4/5/2022	5/5/2022	136	-	-	-	-	136
Guido's Martial Arts Academy	22-009607-02	4/5/2022	5/5/2022	169	-	-	-	-	169
History Unboxed LLC	wc-13764HU	4/19/2022	5/19/2022	65	-	-	-	-	65
History Unboxed LLC	wc-13765HU	4/19/2022	5/19/2022	65	-	-	-	-	65
History Unboxed LLC	wc-13893HU	4/20/2022	5/20/2022	168	-	-	-	-	168
History Unboxed LLC	wc-13894HU	4/20/2022	5/20/2022	168	-	-	-	-	168
Home Science Tools	000409594	4/6/2022	5/6/2022	47	-	-	-	-	47
Home Science Tools	000410731	4/12/2022	5/12/2022	61	-	-	-	-	61
Homeschool Planet	212	4/19/2022	5/19/2022	75	-	-	-	-	75
InnovEd Inc.	22-006015-02	4/4/2022	5/4/2022	165	-	-	-	-	165
InnovEd Inc.	22-006019-02	4/4/2022	5/4/2022	165	-	-	-	-	165
InnovEd Inc.	22-015620-01	4/4/2022	5/4/2022	175	-	-	-	-	175
InnovEd Inc.	22-016470-01	4/4/2022	5/4/2022	175	-	-	-	-	175
Institute for Excellence in Writing	882856	3/30/2022	4/30/2022	27	-	-	-	-	27
Institute for Excellence in Writing	884069	4/5/2022	5/5/2022	134	-	-	-	-	134
Institute for Excellence in Writing	884167	4/5/2022	5/5/2022	197	-	-	-	-	197
Institute for Excellence in Writing	884497	4/5/2022	5/5/2022	64	-	-	-	-	64
Institute for Excellence in Writing	885295	4/6/2022	5/6/2022	65	-	-	-	-	65
Institute for Excellence in Writing	885308	4/6/2022	5/6/2022	44	-	-	-	-	44
Institute for Excellence in Writing	885358	4/6/2022	5/6/2022	44	-	-	-	-	44
Institute for Excellence in Writing	885515	4/8/2022	5/7/2022	100	-	-	-	-	100
Institute for Excellence in Writing	886463	4/20/2022	5/13/2022	44	-	-	-	-	44
Institute for Excellence in Writing	886468	4/20/2022	5/13/2022	44	-	-	-	-	44
Institute for Excellence in Writing	886473	4/20/2022	5/13/2022	33	-	-	-	-	33
Institute for Excellence in Writing	887558	4/22/2022	5/20/2022	44	-	-	-	-	44
Institute for Excellence in Writing	887565	4/22/2022	5/19/2022	44	-	-	-	-	44
Institute for Excellence in Writing	887608	4/22/2022	5/19/2022	37	-	-	-	-	37
J-Bar Ranch, LLC	22-002999-01	4/11/2022	5/11/2022	600	-	-	-	-	600
J-Bar Ranch, LLC	22-003000-01	4/11/2022	5/11/2022	600	-	-	-	-	600
J-Bar Ranch, LLC	22-003001-01	4/11/2022	5/11/2022	600	-	-	-	-	600
J-Bar Ranch, LLC	22-004846-01	4/11/2022	5/11/2022	600	-	-	-	-	600
J-Bar Ranch, LLC	22-004847-01	4/11/2022	5/11/2022	600	-	-	-	-	600
J-Bar Ranch, LLC	22-005592-02	4/11/2022	5/11/2022	200	-	-	-	-	200
J-Bar Ranch, LLC	22-017094-01	4/11/2022	5/11/2022	50	-	-	-	-	50
J-Bar Ranch, LLC	22-017218-01	4/11/2022	5/11/2022	50	-	-	-	40 of 182	50

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JacKris Publishing, LLC	MRA-2022-002	4/1/2022	5/1/2022	24	-	-	-	-	24
Jazz Fresno	22-013895-02	4/4/2022	5/4/2022	150	-	-	-	-	150
Jenna Hulsey	21-229729-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-004742-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-004744-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-005368-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-005436-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-010180-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-010181-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-011086-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-011086-02	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-011087-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-011087-02	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-013211-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-016026-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jenna Hulsey	22-016028-01	4/22/2022	5/22/2022	50	-	-	-	-	50
Jessica Knutson	22-007469-02	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-012707-01	4/5/2022	5/5/2022	25	-	-	-	-	25
Jessica Knutson	22-012707-02	4/5/2022	5/5/2022	25	-	-	-	-	25
Jessica Knutson	22-012707-03	4/5/2022	5/5/2022	25	-	-	-	-	25
Jessica Knutson	22-012707-04	4/14/2022	5/14/2022	25	-	-	-	-	25
Jessica Knutson	22-013138-01	4/14/2022	5/14/2022	150	-	-	-	-	150
Jessica Knutson	22-014015-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-014017-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-014761-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-014762-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-015009-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-015013-01	4/5/2022	5/5/2022	75	-	-	-	-	75
Jessica Knutson	22-018488-01	4/14/2022	5/14/2022	75	-	-	-	-	75
Jessica Knutson	22-018502-01	4/14/2022	5/14/2022	75	-	-	-	-	75
Just Dance	22-014512-01	4/18/2022	5/18/2022	65	-	-	-	-	65
Kevin Freeman	22-011098-02	4/7/2022	5/7/2022	120	-	-	-	-	120
Kids Club Spanish School LLC	2022F0004148	4/4/2022	5/4/2022	180	-	-	-	-	180
Kids Edition	21-229737-01	4/3/2022	5/3/2022	55	-	-	-	-	55
Kids Edition	22-007139-02	4/3/2022	5/3/2022	75	-	-	-	-	75
Kids Edition	22-007141-02	4/3/2022	5/3/2022	55	-	-	-	-	55
Kids Edition	22-007458-02	4/3/2022	5/3/2022	55	-	-	-	41 of 182	55

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Kids Edition	22-007459-02	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-011186-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-013808-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-013810-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-014290-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-015888-01	4/3/2022	5/3/2022	55	-	-	-	-	55
Kids Edition	22-015890-01	4/3/2022	5/3/2022	75	-	-	-	-	75
Kids Edition	22-016809-01	4/3/2022	5/3/2022	75	-	-	-	-	75
Kids Edition	22-016809-02	4/3/2022	5/3/2022	75	-	-	-	-	75
Kids Edition	22-016811-01	4/3/2022	5/3/2022	55	-	-	-	-	55
Kids Edition	22-016811-02	4/3/2022	5/3/2022	55	-	-	-	-	55
Kids Edition	22-016817-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-016817-02	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-016819-01	4/3/2022	5/3/2022	50	-	-	-	-	50
Kids Edition	22-016819-02	4/3/2022	5/3/2022	50	-	-	-	-	50
Kimberly Schapansky	22-016745-01	4/6/2022	5/6/2022	105	-	-	-	-	105
Kimberly Schapansky	22-016750-01	4/12/2022	5/12/2022	105	-	-	-	-	105
Kings Art Center	22-012965-01	4/20/2022	5/20/2022	84	-	-	-	-	84
Kings Art Center	22-012976-01	4/20/2022	5/20/2022	84	-	-	-	-	84
KiwiCo, Inc	114	3/15/2022	4/29/2022	-	1,680	-	-	-	1,680
KiwiCo, Inc	115	3/31/2022	5/15/2022	1,034	-	-	-	-	1,034
Kumon Center of Clovis	22-009436-02	4/5/2022	5/5/2022	150	-	-	-	-	150
Lakeshore	771309040622	4/6/2022	5/6/2022	75	-	-	-	-	75
Lakeshore	771309041122	4/11/2022	5/11/2022	589	-	-	-	-	589
Lakeshore	813739041522	4/15/2022	5/15/2022	109	-	-	-	-	109
Learn and Create Inc.	21368	4/20/2022	5/20/2022	154	-	-	-	-	154
LEGO Education	1190498313	3/11/2022	5/10/2022	247	-	-	-	-	247
LEGO Education	1190499034	3/9/2022	5/8/2022	306	-	-	-	-	306
LEGO Education	1190499035	3/9/2022	5/8/2022	135	-	-	-	-	135
Little Passports	118536810	3/31/2022	4/30/2022	168	-	-	-	-	168
Little Passports	118610941	4/15/2022	5/15/2022	168	-	-	-	-	168
Logic of English	SI-147842	4/8/2022	5/8/2022	232	-	-	-	-	232
Lori Pope	22-010320-01	4/14/2022	5/14/2022	100	-	-	-	-	100
Lori Pope	22-010345-01	4/14/2022	5/14/2022	100	-	-	-	-	100
Lori Pope	22-010401-01	4/14/2022	5/14/2022	100	-	-	-	-	100
Math-U-See Inc.	0758394-IN	3/4/2022	5/3/2022	119	-	-	-	-	119
Math-U-See Inc.	0759437-IN	3/11/2022	5/10/2022	41	-	-	-	42 of 182	41

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Math-U-See Inc.	0761136-IN	3/24/2022	5/23/2022	116	-	-	-	-	116
Math-U-See Inc.	0761137-IN	3/24/2022	5/23/2022	116	-	-	-	-	116
Math-U-See Inc.	0762080-IN	3/31/2022	5/30/2022	58	-	-	-	-	58
Math-U-See Inc.	0762608-IN	4/4/2022	6/3/2022	58	-	-	-	-	58
MEL Science U.S. LLC	AB2022040809	4/8/2022	5/8/2022	225	-	-	-	-	225
Melanie Sweet	22-014978-01	4/1/2022	5/1/2022	127	-	-	-	-	127
Melissa Bogle	22-002259-01	4/24/2022	5/24/2022	450	-	-	-	-	450
Melissa Bogle	22-002603-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-002605-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-002711-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-007717-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-007719-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-009565-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-009566-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-010063-01	4/24/2022	5/24/2022	450	-	-	-	-	450
Melissa Bogle	22-010064-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-010244-01	4/24/2022	5/24/2022	180	-	-	-	-	180
Melissa Bogle	22-010244-02	4/24/2022	5/24/2022	360	-	-	-	-	360
Melissa Bogle	22-010250-01	4/24/2022	5/24/2022	180	-	-	-	-	180
Melissa Bogle	22-010250-02	4/24/2022	5/24/2022	360	-	-	-	-	360
Melissa Bogle	22-012700-01	4/24/2022	5/24/2022	270	-	-	-	-	270
Melissa Bogle	22-012701-01	4/24/2022	5/24/2022	270	-	-	-	-	270
Melissa Bogle	22-013484-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-013486-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-013583-01	4/24/2022	5/24/2022	180	-	-	-	-	180
Melissa Bogle	22-013583-02	4/24/2022	4/24/2022	-	90	-	-	-	90
Melissa Bogle	22-014536-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-014841-01	4/24/2022	5/24/2022	135	-	-	-	-	135
Melissa Bogle	22-015195-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-015413-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-015800-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-015803-01	4/24/2022	5/24/2022	225	-	-	-	-	225
Melissa Bogle	22-015805-01	4/24/2022	5/24/2022	225	-	-	-	-	225
Melissa Bogle	22-015838-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-015841-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-017052-01	4/24/2022	4/24/2022	-	450	-	-	-	450
Melissa Bogle	22-018093-01	4/24/2022	4/24/2022	-	450	-	-	43.of 182	450

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Melissa Ens	22-016824-01	4/19/2022	4/19/2022	-	480	-	-	-	480
Miaplaza Inc.	3442	4/19/2022	5/19/2022	108	-	-	-	-	108
Michele Lafferre	22-016857-01	4/7/2022	5/7/2022	360	-	-	-	-	360
Michele Lafferre	22-016858-01	4/7/2022	5/7/2022	390	-	-	-	-	390
Michelle Buchanan	22-014047-01	4/1/2022	5/1/2022	180	-	-	-	-	180
Michelle Buchanan	22-014049-02	4/1/2022	5/1/2022	360	-	-	-	-	360
Michelle Buchanan	22-014449-01	4/1/2022	5/1/2022	180	-	-	-	-	180
Michelle Buchanan	22-014449-02	4/1/2022	5/1/2022	180	-	-	-	-	180
Michelle Buchanan	22-015910-01	4/1/2022	5/1/2022	270	-	-	-	-	270
Michelle Buchanan	22-016354-01	4/1/2022	5/1/2022	45	-	-	-	-	45
Michelle Buchanan	22-016544-01	4/1/2022	5/1/2022	45	-	-	-	-	45
Michelle Buchanan	22-017776-01	4/7/2022	5/7/2022	135	-	-	-	-	135
Michelle Buchanan	22-019418-01	4/21/2022	5/21/2022	135	-	-	-	-	135
Michelle Buchanan	22-019419-01	4/23/2022	5/23/2022	135	-	-	-	-	135
Molly C. Oliver	22-014787-01	4/14/2022	5/14/2022	180	-	-	-	-	180
Moore's Martial Arts Clovis	22-013841-01	4/5/2022	5/5/2022	95	-	-	-	-	95
Moore's Martial Arts Clovis	22-013841-02	4/5/2022	5/5/2022	95	-	-	-	-	95
Moving Beyond the Page	266297	4/7/2022	5/7/2022	751	-	-	-	-	751
Moving Beyond the Page	266404	4/8/2022	5/8/2022	53	-	-	-	-	53
Moving Beyond the Page	266452	4/11/2022	5/11/2022	199	-	-	-	-	199
Moving Beyond the Page	266617	4/14/2022	5/14/2022	454	-	-	-	-	454
Moving Beyond the Page	266749	4/22/2022	5/22/2022	83	-	-	-	-	83
MoxieBox Art	8636	4/2/2022	5/2/2022	162	-	-	-	-	162
Nayoung Ryoo	22-009376-02	4/1/2022	5/1/2022	120	-	-	-	-	120
Nayoung Ryoo	22-018260-01	4/11/2022	5/11/2022	240	-	-	-	-	240
NewPath Learning	0029839-IN	4/5/2022	5/5/2022	25	-	-	-	-	25
NewPath Learning	0029840-IN	4/5/2022	5/5/2022	25	-	-	-	-	25
Nicole Jimenez	22-010290-01	4/1/2022	5/1/2022	243	-	-	-	-	243
Nicole Jimenez	22-010291-01	4/1/2022	5/1/2022	189	-	-	-	-	189
Nicole Jimenez	22-010300-01	4/12/2022	5/12/2022	135	-	-	-	-	135
Nicole Jimenez	22-010301-01	4/1/2022	5/1/2022	108	-	-	-	-	108
Nicole Jimenez	22-012970-01	4/21/2022	5/21/2022	189	-	-	-	-	189
Nicole Jimenez	22-012973-01	4/21/2022	5/21/2022	157	-	-	-	-	157

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Nicole Jimenez	22-012981-01	4/21/2022	5/21/2022	14	-	-	-	-	14
Nicole Medeiros	22-010061-01	4/1/2022	5/1/2022	150	-	-	-	-	150
Nicole Medeiros	22-011706-01	4/1/2022	5/1/2022	300	-	-	-	-	300
Nicole Medeiros	22-011708-01	4/1/2022	5/1/2022	300	-	-	-	-	300
Nicole Medeiros	22-011918-01	4/1/2022	5/1/2022	300	-	-	-	-	300
Nicole Medeiros	84	4/1/2022	5/1/2022	184	-	-	-	-	184
Nicole the Math Lady, LLC	4381	4/1/2022	5/1/2022	79	-	-	-	-	79
Nicole the Math Lady, LLC	4403	4/8/2022	5/8/2022	59	-	-	-	-	59
Nicole the Math Lady, LLC	4404	4/8/2022	5/8/2022	59	-	-	-	-	59
Olga Shabanov	22-017497-01	4/8/2022	5/8/2022	80	-	-	-	-	80
Olga Shabanov	22-017502-01	4/8/2022	5/8/2022	80	-	-	-	-	80
Olga Shabanov	22-017504-01	4/8/2022	5/8/2022	160	-	-	-	-	160
Outschool, Inc.	12345702299	4/11/2022	5/11/2022	36	-	-	-	-	36
Pacific Martial Arts	22-013806-01	4/19/2022	5/19/2022	125	-	-	-	-	125
Pacific Martial Arts	22-013806-02	4/19/2022	5/19/2022	125	-	-	-	-	125
Peace Hill Press, Inc. dba Well Trained N	55127	3/31/2022	4/30/2022	121	-	-	-	-	121
Peace Hill Press, Inc. dba Well Trained N	55182	4/22/2022	5/22/2022	121	-	-	-	-	121
Playground Training Academy, LLC	22-007106-02	4/4/2022	5/4/2022	75	-	-	-	-	75
Playground Training Academy, LLC	22-007636-02	4/4/2022	5/4/2022	75	-	-	-	-	75
Playground Training Academy, LLC	22-008712-02	4/4/2022	5/4/2022	100	-	-	-	-	100
Playground Training Academy, LLC	22-008949-02	4/4/2022	5/4/2022	75	-	-	-	-	75
Playground Training Academy, LLC	22-009502-02	4/4/2022	5/4/2022	75	-	-	-	-	75
Playground Training Academy, LLC	22-009504-02	4/4/2022	5/4/2022	75	-	-	-	-	75
Playground Training Academy, LLC	22-011942-01	4/4/2022	5/4/2022	99	-	-	-	-	99
Playground Training Academy, LLC	22-011943-01	4/4/2022	5/4/2022	99	-	-	-	-	99
Playground Training Academy, LLC	22-011945-01	4/4/2022	5/4/2022	99	-	-	-	-	99
Playground Training Academy, LLC	22-012222-02	4/4/2022	5/4/2022	135	-	-	-	-	135
Playground Training Academy, LLC	22-012223-02	4/4/2022	5/4/2022	135	-	-	-	-	135
Playground Training Academy, LLC	22-012595-02	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-012597-02	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-012600-02	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-012619-01	4/4/2022	5/4/2022	85	-	-	-	45 of 182	85

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Playground Training Academy, LLC	22-012621-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-012623-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-012704-01	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-012706-01	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-012746-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-012747-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-013093-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-013158-01	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-013159-01	4/4/2022	5/4/2022	77	-	-	-	-	77
Playground Training Academy, LLC	22-013574-02	4/4/2022	5/4/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-014456-01	4/4/2022	5/4/2022	110	-	-	-	-	110
Playground Training Academy, LLC	22-014887-01	4/4/2022	5/4/2022	110	-	-	-	-	110
Playground Training Academy, LLC	22-014888-01	4/4/2022	5/4/2022	110	-	-	-	-	110
Playground Training Academy, LLC	22-014934-01	4/4/2022	5/4/2022	110	-	-	-	-	110
Playground Training Academy, LLC	22-016445-01	4/4/2022	5/4/2022	99	-	-	-	-	99
Playground Training Academy, LLC	22-016447-01	4/4/2022	5/4/2022	110	-	-	-	-	110
Playground Training Academy, LLC	22-017644-01	4/8/2022	5/8/2022	85	-	-	-	-	85
Playground Training Academy, LLC	22-019007-01	4/25/2022	5/25/2022	320	-	-	-	-	320
Playground Training Academy, LLC	22-019009-01	4/25/2022	5/25/2022	320	-	-	-	-	320
Playground Training Academy, LLC	22-019231-01	4/21/2022	5/21/2022	85	-	-	-	-	85
PRN Nursing Consultants LLC	220178	4/16/2022	5/16/2022	450	-	-	-	-	450
PRN Nursing Consultants LLC	220452	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220454	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220634	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220640	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220738	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220739	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220758	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220874	4/16/2022	5/16/2022	225	-	-	-	-	225
PRN Nursing Consultants LLC	220955	4/16/2022	5/16/2022	225	-	-	-	-	225
Project Learn LLC	22-005202-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-005209-01	4/4/2022	5/4/2022	300	-	-	-	46 of 182	300

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Project Learn LLC	22-009002-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-009527-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-009851-02	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010338-02	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010339-02	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010340-02	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010516-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010517-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-010794-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011185-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011328-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011375-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011448-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011450-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-011973-02	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-012636-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-012639-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-012682-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013287-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013492-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013493-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013533-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013535-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-013586-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014162-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014244-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014245-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014256-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014326-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014612-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014615-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014738-01	4/4/2022	5/4/2022	300	-	-	-	47 of 182	300

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Project Learn LLC	22-014739-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014740-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014742-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-014747-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015045-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015052-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015280-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015282-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015601-01	4/4/2022	5/4/2022	230	-	-	-	-	230
Project Learn LLC	22-015665-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015667-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-015761-01	4/4/2022	5/4/2022	275	-	-	-	-	275
Project Learn LLC	22-015786-01	4/4/2022	5/4/2022	177	-	-	-	-	177
Project Learn LLC	22-016027-01	4/4/2022	5/4/2022	115	-	-	-	-	115
Project Learn LLC	22-016153-01	4/4/2022	5/4/2022	200	-	-	-	-	200
Project Learn LLC	22-016154-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016155-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016156-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016157-01	4/4/2022	5/4/2022	250	-	-	-	-	250
Project Learn LLC	22-016258-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016259-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016262-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016420-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016421-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016617-01	4/4/2022	5/4/2022	138	-	-	-	-	138
Project Learn LLC	22-016725-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016727-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016728-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-016737-01	4/4/2022	5/4/2022	300	-	-	-	-	300
Project Learn LLC	22-017227-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017228-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017429-01	4/21/2022	5/21/2022	300	-	-	-	48 of 182	300

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Project Learn LLC	22-017468-01	4/6/2022	5/6/2022	256	-	-	-	-	256
Project Learn LLC	22-017785-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017786-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017788-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017789-01	4/6/2022	5/6/2022	300	-	-	-	-	300
Project Learn LLC	22-017848-01	4/6/2022	5/6/2022	100	-	-	-	-	100
Project Learn LLC	22-018285-01	4/13/2022	5/13/2022	300	-	-	-	-	300
Rainbow Resource Center	3714647	3/31/2022	4/30/2022	104	-	-	-	-	104
Rainbow Resource Center	3714936	4/1/2022	5/1/2022	66	-	-	-	-	66
Rainbow Resource Center	3714944	4/1/2022	5/1/2022	59	-	-	-	-	59
Rainbow Resource Center	3715298	4/1/2022	5/1/2022	114	-	-	-	-	114
Rainbow Resource Center	3715442	4/1/2022	5/1/2022	114	-	-	-	-	114
Rainbow Resource Center	3715463	4/1/2022	5/1/2022	92	-	-	-	-	92
Rainbow Resource Center	3715650	4/4/2022	5/4/2022	268	-	-	-	-	268
Rainbow Resource Center	3718411	4/6/2022	5/6/2022	41	-	-	-	-	41
Rainbow Resource Center	3718422	4/6/2022	5/6/2022	97	-	-	-	-	97
Rainbow Resource Center	3718429	4/6/2022	5/6/2022	45	-	-	-	-	45
Rainbow Resource Center	3719516	4/7/2022	5/7/2022	22	-	-	-	-	22
Rainbow Resource Center	3719517	4/7/2022	5/7/2022	28	-	-	-	-	28
Rainbow Resource Center	3721085	4/8/2022	5/8/2022	153	-	-	-	-	153
Rainbow Resource Center	3721086	4/8/2022	5/8/2022	42	-	-	-	-	42
Rainbow Resource Center	3724413	4/13/2022	5/13/2022	213	-	-	-	-	213
Rainbow Resource Center	3724551	4/13/2022	5/13/2022	42	-	-	-	-	42
Rainbow Resource Center	3724692	4/13/2022	5/13/2022	256	-	-	-	-	256
Rainbow Resource Center	3725440	4/14/2022	5/14/2022	37	-	-	-	-	37
Rainbow Resource Center	3725532	4/14/2022	5/14/2022	55	-	-	-	-	55
Rainbow Resource Center	3725902	4/15/2022	5/15/2022	55	-	-	-	-	55
Rainbow Resource Center	3725903	4/15/2022	5/15/2022	65	-	-	-	-	65
Rainbow Resource Center	3729310	4/21/2022	5/21/2022	67	-	-	-	-	67
Rainbow Resource Center	3729545	4/21/2022	5/21/2022	91	-	-	-	-	91
Rainbow Resource Center	3729701	4/21/2022	5/21/2022	62	-	-	-	-	62
Rainbow Resource Center	3729702	4/21/2022	5/21/2022	203	-	-	-	49 of 182	203

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Rainbow Resource Center	3730230	4/22/2022	5/22/2022	26	-	-	-	-	26
Rainbow Resource Center	3730305	4/22/2022	5/22/2022	287	-	-	-	-	287
Rainbow Resource Center	3730825	4/25/2022	5/25/2022	197	-	-	-	-	197
Rebecca Balakian	22-005137-02	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-005138-02	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-005139-02	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-008928-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Rebecca Balakian	22-008929-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Rebecca Balakian	22-009517-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-010139-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-010141-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-010145-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-012176-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Rebecca Balakian	22-012177-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Rebecca Balakian	22-013231-01	4/1/2022	5/1/2022	50	-	-	-	-	50
Rebecca Balakian	22-014263-01	4/1/2022	5/1/2022	100	-	-	-	-	100
Reliant Investments, Inc	22-005198-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-005207-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-005361-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-005362-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-006017-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-006252-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-006789-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-007680-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-007733-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-007734-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-007880-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-008072-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-009003-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009005-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009119-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009121-01	3/31/2022	4/30/2022	175	-	-	-	50 of 182	175

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Reliant Investments, Inc	22-009203-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009441-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009447-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009622-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009625-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009741-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009742-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009842-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009892-01	3/31/2022	4/30/2022	93	-	-	-	-	93
Reliant Investments, Inc	22-009958-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-009963-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-010056-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-010149-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010323-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-010324-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-010534-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010655-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-010770-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010772-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010958-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010960-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-010973-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-011002-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-011003-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-011135-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-011263-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Reliant Investments, Inc	22-011458-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-011459-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-011462-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-011483-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-011485-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Reliant Investments, Inc	22-012069-01	3/31/2022	4/30/2022	95	-	-	-	51 of 182	95

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Reliant Investments, Inc	22-012252-01	3/31/2022	4/30/2022	300	-	-	-	-	300
Robert Melendez	1822	4/2/2022	5/2/2022	27	-	-	-	-	27
Robert Melendez	1833	4/4/2022	5/4/2022	27	-	-	-	-	27
Robert Melendez	1862	4/16/2022	5/16/2022	27	-	-	-	-	27
Robert Melendez	1863	4/16/2022	5/16/2022	27	-	-	-	-	27
Rjeski Student Support	22-009479-01	3/31/2022	4/30/2022	175	-	-	-	-	175
Rjeski Student Support	22-009654-02	3/31/2022	4/30/2022	250	-	-	-	-	250
School Pathways, LLC	140-INV3262	4/12/2022	5/12/2022	12,491	-	-	-	-	12,491
Sequoia Hills Stables LLC	2022-20	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	2022-21	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	2022-22	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	2022-23	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	2022-24	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	2022-25	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	2022-26	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	2022-27	4/12/2022	5/12/2022	195	-	-	-	-	195
Sequoia Hills Stables LLC	2022-40	4/12/2022	5/12/2022	325	-	-	-	-	325
Sequoia Hills Stables LLC	22-006526-01	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	22-006526-02	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	22-006649-01	4/12/2022	5/12/2022	260	-	-	-	-	260
Sequoia Hills Stables LLC	22-007557-01	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	22-007558-01	4/12/2022	5/12/2022	130	-	-	-	-	130
Sequoia Hills Stables LLC	22-013170-01	4/12/2022	5/12/2022	195	-	-	-	-	195
Sequoia Hills Stables LLC	22-013173-01	4/12/2022	5/12/2022	195	-	-	-	-	195
Sequoia Hills Stables LLC	22-016400-01	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	22-016400-02	4/12/2022	5/12/2022	65	-	-	-	-	65
Sequoia Hills Stables LLC	22-016560-01	4/12/2022	5/12/2022	260	-	-	-	-	260
Sequoia Hills Stables LLC	22-016562-01	4/12/2022	5/12/2022	260	-	-	-	-	260
Singapore Math Live LLC	408222	4/8/2022	5/8/2022	100	-	-	-	-	100
Singapore Math, Inc.	S222157	4/13/2022	5/13/2022	99	-	-	-	-	99
Singapore Math, Inc.	S222162	4/13/2022	5/13/2022	141	-	-	-	-	141
Singapore Math, Inc.	S222640	4/20/2022	5/20/2022	103	-	-	-	52 of 182	103

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Singapore Math, Inc.	S222645	4/20/2022	5/20/2022	76	-	-	-	-	76
Singapore Math, Inc.	S222649	4/20/2022	5/20/2022	31	-	-	-	-	31
Singapore Math, Inc.	S222652	4/20/2022	5/20/2022	31	-	-	-	-	31
Sona Atoyan	22-007501-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Sona Atoyan	22-015755-01	4/1/2022	5/1/2022	125	-	-	-	-	125
Sona Atoyan	22-017680-01	4/6/2022	5/6/2022	150	-	-	-	-	150
Sona Atoyan	22-017684-01	4/6/2022	5/6/2022	150	-	-	-	-	150
Sona Atoyan	22-017685-01	4/6/2022	5/6/2022	150	-	-	-	-	150
Starfall Education Foundation	5751-8637-3269	4/8/2022	5/8/2022	35	-	-	-	-	35
Starfall Education Foundation	8943-0456-9103	4/20/2022	5/20/2022	35	-	-	-	-	35
Steinway Piano Gallery Of Fresno	22-011171-01	4/8/2022	5/8/2022	140	-	-	-	-	140
Steinway Piano Gallery Of Fresno	22-011173-01	4/8/2022	5/8/2022	140	-	-	-	-	140
Steinway Piano Gallery Of Fresno	22-011176-01	4/8/2022	5/8/2022	140	-	-	-	-	140
Steinway Piano Gallery Of Fresno	22-016458-01	4/8/2022	5/8/2022	140	-	-	-	-	140
Steinway Piano Gallery Of Fresno	22-016459-01	4/8/2022	5/8/2022	140	-	-	-	-	140
Studies Weekly	418626	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421330	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	421489	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421490	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421493	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	421497	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421502	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421503	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	421658	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	421964	4/11/2022	5/11/2022	64	-	-	-	-	64
Studies Weekly	422195	4/11/2022	5/11/2022	30	-	-	-	-	30
Studies Weekly	422196	4/11/2022	5/11/2022	15	-	-	-	-	15
Studies Weekly	422299	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	422599	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	422600	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	423333	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	423620	4/11/2022	5/11/2022	32	-	-	-	53 of 182	32

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Studies Weekly	423623	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	423627	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	423770	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	423774	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	423778	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	424137	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	426160	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	426162	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	428103	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	430662	4/11/2022	5/11/2022	64	-	-	-	-	64
Studies Weekly	430663	4/11/2022	5/11/2022	64	-	-	-	-	64
Studies Weekly	431732	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	432002	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	432630	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	432822	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	433087	4/11/2022	5/11/2022	33	-	-	-	-	33
Studies Weekly	433503	4/11/2022	5/11/2022	32	-	-	-	-	32
Studies Weekly	435367	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	435369	4/11/2022	5/11/2022	65	-	-	-	-	65
Studies Weekly	435511	4/13/2022	5/13/2022	65	-	-	-	-	65
Studies Weekly	435525	4/13/2022	5/13/2022	32	-	-	-	-	32
Studies Weekly	436114	4/21/2022	5/21/2022	33	-	-	-	-	33
Studies Weekly	436116	4/21/2022	5/21/2022	33	-	-	-	-	33
Studies Weekly	436266	4/25/2022	5/25/2022	32	-	-	-	-	32
Susan Hancock	22-004676-02	4/1/2022	5/1/2022	175	-	-	-	-	175
Susan Hancock	22-016724-01	4/1/2022	5/1/2022	105	-	-	-	-	105
Teacher Synergy, LLC	190737266	4/11/2022	5/2/2022	3	-	-	-	-	3
Teacher Synergy, LLC	190760923	4/11/2022	5/2/2022	4	-	-	-	-	4
Teacher Synergy, LLC	191215167	4/15/2022	5/6/2022	32	-	-	-	-	32
Teacher Synergy, LLC	191684887	4/20/2022	5/11/2022	91	-	-	-	-	91
Teacher Synergy, LLC	191685892	4/20/2022	5/11/2022	55	-	-	-	-	55
Teaching Textbooks	42893	4/19/2022	5/19/2022	58	-	-	-	54 of 182	58

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
The Artnook	22-010313-02	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-010543-02	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-010546-02	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-011069-02	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-011371-01	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-014282-01	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-014283-01	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-016175-01	4/4/2022	5/4/2022	125	-	-	-	-	125
The Artnook	22-016627-01	4/4/2022	5/4/2022	125	-	-	-	-	125
The Dance Company	100192022	4/4/2022	5/4/2022	62	-	-	-	-	62
The Dance Company	22-005445-02	4/18/2022	5/18/2022	174	-	-	-	-	174
The Dance Company	22-005448-02	4/18/2022	5/18/2022	174	-	-	-	-	174
The Dance Company	22-009351-02	4/18/2022	5/18/2022	120	-	-	-	-	120
The Dance Company	22-012288-02	4/18/2022	5/18/2022	62	-	-	-	-	62
The Dance Company	22-012939-01	4/18/2022	5/18/2022	62	-	-	-	-	62
The Dance Studio 2	22-010442-01	4/4/2022	5/4/2022	390	-	-	-	-	390
The Owl Initiative	22-013988-01	4/1/2022	5/1/2022	300	-	-	-	-	300
The Talk Team	101209	4/5/2022	5/5/2022	575	-	-	-	-	575
The Talk Team	101210	4/5/2022	5/5/2022	575	-	-	-	-	575
The Talk Team	101211	4/5/2022	5/5/2022	575	-	-	-	-	575
The Talk Team	101212	4/5/2022	5/5/2022	805	-	-	-	-	805
The Talk Team	101213	4/5/2022	5/5/2022	460	-	-	-	-	460
The Talk Team	101214	4/5/2022	5/5/2022	650	-	-	-	-	650
The Talk Team	101215	4/5/2022	5/5/2022	345	-	-	-	-	345
The Talk Team	101216	4/5/2022	5/5/2022	650	-	-	-	-	650
The Talk Team	101217	4/5/2022	5/5/2022	390	-	-	-	-	390
The Talk Team	101218	4/5/2022	5/5/2022	29	-	-	-	-	29
The Talk Team	101219	4/5/2022	5/5/2022	575	-	-	-	-	575
The Talk Team	101220	4/5/2022	5/5/2022	575	-	-	-	-	575
The Village	22-008027-01	4/1/2022	5/1/2022	65	-	-	-	-	65
The Village	22-008319-01	4/1/2022	5/1/2022	65	-	-	-	-	65
The Village	22-009931-01	4/1/2022	5/1/2022	115	-	-	-	55 of 182	115

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
The Village	22-009934-01	4/1/2022	5/1/2022	115	-	-	-	-	115
Thimble Sewciety	22-009646-01	4/15/2022	5/15/2022	105	-	-	-	-	105
Thimble Sewciety	22-015775-02	4/15/2022	5/15/2022	60	-	-	-	-	60
Thimble Sewciety	22-017501-01	4/15/2022	5/15/2022	105	-	-	-	-	105
Thimble Sewciety	22-019804-01	4/24/2022	5/24/2022	60	-	-	-	-	60
Transamerica	M46832APR22	5/1/2022	5/1/2022	195	-	-	-	-	195
Tumble 395	22-011771-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011773-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011774-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011776-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011777-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011780-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011785-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tumble 395	22-011787-02	4/9/2022	5/9/2022	70	-	-	-	-	70
Tutoring Club	22-019045-01	4/19/2022	5/19/2022	120	-	-	-	-	120
Ultimate Martial Arts Inc	22-014844-01	4/5/2022	5/5/2022	184	-	-	-	-	184
United Conservatory of Music	22-008718-02	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-008720-02	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-008721-02	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-009373-02	4/5/2022	5/5/2022	160	-	-	-	-	160
United Conservatory of Music	22-012105-01	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-012105-02	4/4/2022	5/4/2022	120	-	-	-	-	120
United Conservatory of Music	22-015082-01	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-015083-01	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-015892-01	4/4/2022	5/4/2022	160	-	-	-	-	160
United Conservatory of Music	22-016842-01	4/5/2022	5/5/2022	160	-	-	-	-	160
United Conservatory of Music	22-018272-01	4/14/2022	5/14/2022	160	-	-	-	-	160
United Conservatory of Music	22-018274-01	4/14/2022	5/14/2022	160	-	-	-	-	160
United Conservatory of Music	22-018275-01	4/22/2022	5/22/2022	160	-	-	-	-	160
Verizon Wireless	9903429720	4/5/2022	4/27/2022	-	454	-	-	-	454
Wendy DeRaud	22-006872-02	4/23/2022	5/23/2022	90	-	-	-	-	90
Wendy DeRaud	22-006874-02	4/23/2022	5/23/2022	90	-	-	-	56 of 182	90

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Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Wendy DeRaud	22-006876-02	4/23/2022	5/23/2022	90	-	-	-	-	90
Wendy DeRaud	22-011453-01	4/23/2022	5/23/2022	90	-	-	-	-	90
Wendy DeRaud	22-012036-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-012042-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-012046-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-012048-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-014387-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-014387-04	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-014389-03	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-014389-04	4/23/2022	5/23/2022	30	-	-	-	-	30
Wendy DeRaud	22-015974-01	4/23/2022	5/23/2022	120	-	-	-	-	120
Wendy DeRaud	22-015974-02	4/23/2022	5/23/2022	120	-	-	-	-	120
Wendy DeRaud	22-015974-03	4/23/2022	5/23/2022	120	-	-	-	-	120
Wendy DeRaud	22-016278-01	4/23/2022	5/23/2022	60	-	-	-	-	60
Wendy DeRaud	22-016695-01	4/23/2022	5/23/2022	90	-	-	-	-	90
Wendy DeRaud	22-018966-01	4/23/2022	5/23/2022	60	-	-	-	-	60
Wild Hearts	22-003195-01	4/2/2022	5/2/2022	150	-	-	-	-	150
Wild Hearts	22-003195-02	4/2/2022	5/2/2022	150	-	-	-	-	150
Wild Hearts	22-007363-01	4/2/2022	5/2/2022	150	-	-	-	-	150
Wild Hearts	22-007363-02	4/2/2022	5/2/2022	150	-	-	-	-	150
Wild Hearts	22-009720-01	4/2/2022	5/2/2022	125	-	-	-	-	125
Wild Hearts	22-009720-02	4/2/2022	5/2/2022	25	-	-	-	-	25
WM Music Lessons	22-001300-03	3/31/2022	4/30/2022	100	-	-	-	-	100
WM Music Lessons	22-009516-01	3/31/2022	4/30/2022	100	-	-	-	-	100
WM Music Lessons	22-010337-01	3/31/2022	4/30/2022	300	-	-	-	-	300
WM Music Lessons	22-010644-01	3/31/2022	4/30/2022	240	-	-	-	-	240
Yosemite Valley Charter School	182	4/1/2022	4/1/2022	-	43,389	-	-	-	43,389
Yosemite Valley Charter School	SO003MRA	4/7/2022	4/7/2022	-	69,763	-	-	-	69,763
Zoe Rebekah Pettitt	22-011791-01	4/9/2022	5/9/2022	45	-	-	-	-	45
Zoe Rebekah Pettitt	22-016320-01	4/1/2022	5/1/2022	45	-	-	-	-	45
Zoe Rebekah Pettitt	22-017564-01	4/9/2022	5/9/2022	45	-	-	-	-	45
Zoe Rebekah Pettitt	22-018448-01	4/12/2022	5/12/2022	45	-	-	-	57 of 182	45

Monarch River Academy

Accounts Payable Aging

For the period ended April 30, 2022

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Zoe Rebekah Pettitt	7	4/13/2022	5/13/2022	180	-	-	-	-	180
Zoe Rebekah Pettitt	8	4/13/2022	5/13/2022	180	-	-	-	-	180
Total Outstanding Payables in April				\$ 146,343	\$ 124,022	\$ -	\$ -	\$ -	\$ 270,365

Monarch River Academy

Check Register

For the period ended April 30, 2022

Check Number	Vendor Name	Check Date	Check Amount
13678	Mr. D Math	4/1/2022	\$ 197.00
13679	Wrightwood Education Studio LLC	4/5/2022	97.90
13680	A3 Sports & Wellness, Inc.	4/5/2022	471.00
13681	America's Kids Inc.	4/5/2022	2,308.00
13682	BookShark	4/5/2022	1,658.02
13683	Braille Abilities, LLC	4/5/2022	1,316.39
13684	Brenda Myers	4/5/2022	100.00
13685	Brian Hammons Piano	4/5/2022	160.00
13686	Cen Cal Dance Academy	4/5/2022	360.00
13687	Charter Impact, Inc.	4/5/2022	16,490.25
13688	Deanna Colon	4/5/2022	70.00
13689	Denise Nicholes	4/5/2022	100.00
13690	Don Johnston Incorporated	4/5/2022	64.80
13691	Educational Development Corporation	4/5/2022	50.25
13692	Effectual Educational Consulting Services	4/5/2022	2,462.50
13693	Goodfellow Occupational Therapy, Inc.	4/5/2022	1,842.50
13694	Grace Note Music Studio	4/5/2022	240.00
13695	Guido's Martial Arts Academy	4/5/2022	1,264.00
13696	High Voltage Sporthorses LLC	4/5/2022	1,080.00
13697	Home Science Tools	4/5/2022	60.88
13698	Honest History Co	4/5/2022	209.04
13699	InnovEd Inc.	4/5/2022	505.00
13700	Institute for Excellence in Writing	4/5/2022	308.65
13701	Just Dance	4/5/2022	295.00
13702	Kumon Center of Clovis	4/5/2022	150.00
13703	Kumon Math and Reading Center of Fresno-Bullard	4/5/2022	1,680.00
13704	Lakeshore	4/5/2022	75.75
13705	Learn and Create Inc.	4/5/2022	312.56
13706	Lee's United Gymnastics Academy	4/5/2022	617.00
13707	Lori Pope	4/5/2022	300.00
13708	Nayoung Ryoo	4/5/2022	360.00
13709	Nessy Learning LLC	4/5/2022	155.00
13711	Playground Training Academy, LLC	4/5/2022	2,258.00
13712	PRN Nursing Consultants LLC	4/5/2022	585.00
13713	Project Learn LLC	4/5/2022	1,200.00
13714	Rainbow Resource Center	4/5/2022	257.52
13715	Rebecca Balakian	4/5/2022	1,050.00
13716	Singapore Math, Inc.	4/5/2022	392.52
13717	Sona Atoyan	4/5/2022	100.00
13718	Steinway Piano Gallery Of Fresno	4/5/2022	280.00
13719	The Artnook	4/5/2022	187.50
13720	Susan Hancock	4/5/2022	560.00
13721	Teacher Synergy, LLC	4/5/2022	32.65
13722	Teaching Textbooks	4/5/2022	142.53
13723	The Dance Company	4/5/2022	348.00
13724	Thimble Sewciety	4/5/2022	140.00
13725	Trigger Memory Co.	4/5/2022	78.90
13726	United Conservatory of Music	4/5/2022	600.00
13727	Yosemite Valley Charter School	4/5/2022	127,031.32
13728	Association of California School Administrators	4/8/2022	112.50
13729	Franchise Tax Board	4/8/2022	665.91
13730	VOYA Financial FBO CalSTRS Pension2	4/8/2022	3,653.00
13731	All About Learning Press, Inc.	4/5/2022	244.66
13732	Allard's Art Inc.	4/5/2022	245.00
13733	Andrea McKeever	4/5/2022	500.00

Monarch River Academy

Check Register

For the period ended April 30, 2022

Check Number	Vendor Name	Check Date	Check Amount
13734	Andrew Carmona	4/5/2022	540.00
13735	Bitsbox	4/5/2022	128.85
13736	Bonnie Haskell	4/5/2022	480.00
13737	BookShark	4/5/2022	1,462.88
13738	Braille Abilities, LLC	4/5/2022	688.50
13739	Brenda Myers	4/5/2022	100.00
13740	Brian Hammons Piano	4/5/2022	960.00
13741	Brittany Gurell	4/5/2022	100.00
13742	Bungalow Lane ALC	4/5/2022	1,550.00
13743	C'est La Vie Arts	4/5/2022	180.00
13744	Center for Vision Development Optometry Inc	4/5/2022	525.00
13745	Dance Arts	4/5/2022	130.00
13746	Denise Nicholes	4/5/2022	100.00
13747	Document Tracking Services	4/5/2022	355.00
13748	E-Therapy, LLC	4/5/2022	2,540.75
13749	Efrain Cordero	4/5/2022	72.00
13750	Evan-Moor	4/5/2022	963.64
13751	Gateway Ice Center	4/5/2022	315.00
13752	Good Dirt Pottery Studio	4/5/2022	80.00
13753	Green Kids Crafts Inc	4/5/2022	90.77
13754	Gymnastics Beat	4/5/2022	55.00
13755	Home Science Tools	4/5/2022	539.02
13756	InnovEd Inc.	4/5/2022	175.00
13757	Institute for Excellence in Writing	4/5/2022	588.92
13758	Jazz Fresno	4/5/2022	100.00
13759	Kathleen Atchley Tutor	4/5/2022	1,120.00
13760	Kevin Freeman	4/5/2022	240.00
13761	Kimberly Schapansky	4/5/2022	375.00
13762	Learning Without Tears	4/5/2022	91.42
13763	Lighthouse Therapy LLC	4/5/2022	42,170.62
13764	Logic of English	4/5/2022	222.37
13765	Math-U-See Inc.	4/5/2022	178.00
13766	McColgan & Associates Inc	4/5/2022	1,937.40
13767	Moving Beyond the Page	4/5/2022	637.05
13768	MoxieBox Art	4/5/2022	535.39
13769	Olga Shabanov	4/5/2022	520.00
13770	Playground Training Academy, LLC	4/5/2022	907.50
13771	PRN Nursing Consultants LLC	4/5/2022	913.50
13772	Rainbow Resource Center	4/5/2022	944.32
13773	Reverent School of Music	4/5/2022	500.00
13774	Rich Oliver Racing, Inc.	4/5/2022	1,525.00
13775	San Joaquin County Office of Education	4/5/2022	139.04
13776	Shirley Winters Ballet	4/5/2022	1,522.00
13777	Singapore Math, Inc.	4/5/2022	102.35
13779	SpiritHorse Connections	4/5/2022	12,900.00
13780	The Artnook	4/5/2022	468.75
13781	Teacher Synergy, LLC	4/5/2022	688.86
13782	Teaching Textbooks	4/5/2022	208.32
13783	The Axia Group	4/5/2022	110,443.00
13784	The Dance Company	4/5/2022	750.00
13785	The Village	4/5/2022	245.00
13786	TouchMath Acquisition LLC	4/5/2022	433.52
13787	Tumble 395	4/5/2022	560.00
13788	United Conservatory of Music	4/5/2022	400.00
13789	Yosemite Valley Charter School	4/5/2022	45,601.67
13790	Academics in a Box Inc	4/19/2022	86.85

Monarch River Academy**Check Register**

For the period ended April 30, 2022

Check Number	Vendor Name	Check Date	Check Amount
13791	California Dental Network inc	4/19/2022	228.15
13792	Clovis Hills Community Church	4/19/2022	747.50
13793	Denise Nicholes	4/19/2022	175.00
13794	Jennifer McQuarrie	4/19/2022	99.00
13795	Jonathan Quijas	4/19/2022	684.76
13796	Learning A-Z	4/19/2022	114.00
13797	Michelle Buchanon	4/19/2022	360.00
13798	Moving Beyond the Page	4/19/2022	764.19
13799	Randy Stumpfhauser	4/19/2022	169.47
13800	Robert Melendez	4/19/2022	162.00
13801	T-Mobile	4/19/2022	80.00
13802	The Advantage Group	4/19/2022	3,377.82
13803	The First Tee of Fresno	4/19/2022	120.00
13804	Wendy DeRaud	4/19/2022	360.00
13805	Yosemite Valley Charter School	4/19/2022	86,778.24
13806	Zoe Rebekah Pettitt	4/19/2022	270.00
13807	All About Learning Press, Inc.	4/26/2022	54.55
13808	Alta Vista Elementary School District	4/26/2022	26,522.00
13809	Bitsbox	4/26/2022	128.85
13810	BookShark	4/26/2022	149.52
13811	Bullfrog Swim School Inc	4/26/2022	4,650.00
13812	C'est La Vie Arts	4/26/2022	180.00
13813	Charter Impact, Inc.	4/26/2022	325.25
13814	Evan Akuna	4/26/2022	810.00
13815	Fresno Music Academy & Arts	4/26/2022	288.00
13816	Gymnastics Beat	4/26/2022	862.00
13817	Home Science Tools	4/26/2022	60.88
13818	iCAN Junior Triathlon Club	4/26/2022	790.00
13819	Institute for Excellence in Writing	4/26/2022	385.55
13820	Moving Beyond the Page	4/26/2022	921.56
13821	MoxieBox Art	4/26/2022	364.35
13822	Peace Hill Press, Inc. dba Well Trained Mind Press	4/26/2022	137.55
13823	Perfect 10 Gymnastics	4/26/2022	741.00
13824	Rainbow Resource Center	4/26/2022	686.76
13825	Robert Melendez	4/26/2022	162.00
13826	Singapore Math, Inc.	4/26/2022	379.01
13827	Studies Weekly	4/26/2022	357.04
13828	Teacher Synergy, LLC	4/26/2022	37.83
13829	Teaching Textbooks	4/26/2022	55.08
13830	The Axia Group	4/26/2022	110,443.00
13831	Thimble Sewciety	4/26/2022	60.00
13832	WM Music Lessons	4/26/2022	700.00
13833	VOYA Financial FBO CalSTRS Pension2	4/27/2022	3,653.00
13834	Bonnie R. Bosler	4/29/2022	770.44
13835	Bethany Cantrell	4/29/2022	220.38
13836	Jennifer Falco	4/29/2022	808.47
13837	Anne Ramos	4/29/2022	686.75
13838	Denise M. Voth	4/29/2022	663.05
Total Disbursements in April			<u>667,757.76</u>

Area	Due Date	Description	Completed By	Board Must Approve	Signature Required	Additional Information
DATA	May-09	CALPADS End-of-Year 1, 2, 3 and 4 - The data submission window opens on May 9, 2022 and closes on July 29, 2022. End-of-Year data includes: Course completion, program eligibility/participation, homeless students, student discipline, cumulative enrollment, student absence, postsecondary, RFP count, work-based learning indicator, CTE, postsecondary outcomes for Students with Disabilities and SpED.	Client	No	No	https://www.cde.ca.gov/ds/sp/cl/
FINANCE	May-16	Extended Due Date - Form 990 - The IRS form 990 is the annual information return filed by most non-profit charter schools. The form should be reviewed and accepted by the Board prior to filing.	Client/Audit firm	Yes	No	http://www.publiccounsel.org/useful_materials?id=0025
FINANCE	May-20	Federal Stimulus Annual Report - Local educational agencies (LEAs) are required to report to the California Department of Education (CDE) on funds received through the CARES Act, the CRRSA Act, and the ARP. (ESSER I, GEER, ESSER II, ESSER III). LEAs are required to report status of funds for the period October 1, 2020 - September 30, 2021.	Charter Impact with Client support	No	No	https://www.cde.ca.gov/fp/cr/anreporthelp.asp
FINANCE	May-20	Submit Charter Schools Annual Information Survey - The Charter Schools Annual Information Survey has 5 sections: location and school contact information, authorizing agency, site, curriculum and governance information, facilities, retirement and services information, and funding. The funding selection impacts how your school receives revenue payments. All charter schools must be either directly or locally funded. For example: LCFF apportionment funds for a locally funded charter school flow through its local chartering authority whereas funds for a direct funded charter school may flow directly to the county treasurer and then to the charter school. However, the funding type decision may impact the amount of other state and federal funds that a charter school receives outside the LCFF. This decision may be reconsidered on an annual basis.	Charter Impact	No	Yes	https://www.cde.ca.gov/sp/ch/csinfosw.asp
FINANCE	Jun-01	Executive School Leadership Review Evaluation - The board of directors is responsible for hiring and establishing the compensation (salary and benefits) of the executive director by identifying compensation that is "reasonable and not excessive". The board conducting the review should document who was involved and the process used to conduct the review, as well as the disposition of the full board's decision to approve the executive director's compensation (minutes of a meeting are fine for this). The documentation should demonstrate that the board took the comparable data into consideration when it approved the compensation.	Client	Yes	No	<u>This is an IRS requirement for Executive Director positions.</u> <u>If needed, Charter Impact can provide data on comparable salaries for your organization's Board of Directors.</u>
FINANCE	Jun-25	Certification of the 2020-21 Second Principal Apportionment - The Principal Apportionment includes funding for the Local Control Funding Formula, which is the primary source of an LEA's general purpose funding; Special Education (AB 602); and funding for several other programs. The Second Principal Apportionment (P-2), certified by June 25, is based on the second period data that LEAs report to CDE in April and May. P-2 supersedes the P-1 Apportionment calculations and is the final state aid payment for the fiscal year ending in June.	Charter Impact	No	No	https://www.cde.ca.gov/fp/aa/pa/
FINANCE	Jun-30	Local Control and Accountability Plan - The LCAP is a three-year plan that describes the goals, actions, services, and expenditures to support positive student outcomes that address state and local priorities. The LCAP provides an opportunity for local educational agencies (LEAs) to share their stories of how, what, and why programs and services are selected to meet their local needs. The components of the LCAP for the 2022-2023 LCAP year must be posted as one document assembled in the following order: LCFF Budget Overview for Parents Supplement to the Annual Update to the 2021-22 LCAP Plan Summary Engaging Educational Partners Goals and Actions Increased or Improved Services for Foster Youth, English Learners, and Low-income students Action Tables Instructions The LCAP must be presented at the same public meeting as the budget, preceding the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	Client with Charter Impact support	Yes	No	https://www.cde.ca.gov/re/lc/
FINANCE	Jun-30	Submit Preliminary Budget Plan to Authorizer - Charter Schools are required to submit their annual budgets to their authorizer by the authorizer-imposed deadline. Authorizers then use the budget to determine if the Charter School has reasonable financial health to sustain operations. The budget must be presented at the same public meeting as the LCAP, following the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	Charter Impact	Yes	No	https://www.cde.ca.gov/fp/sl/fr/calendar22district.asp
FINANCE	Jun-30	Pre-Kindergarten Planning and Implementation Grant Plan - State law requires each LEA to create a plan articulating, how all children in the attendance area of the LEA will have access to full-day learning programs the year before kindergarten that meet the needs of parents, including through partnerships with the LEA's expanded learning offerings, the After-School Education and Safety Program, the California state preschool program, Head Start programs, and other community-based early learning and care programs (EC Section 8281.5). Under state law, the plan must be developed for consideration by the LEA's governing board or body at a public meeting on or before June 30, 2022	Charter Impact	Yes	No	https://www.cde.ca.gov/ci/gp/em/
OPERATIONS	Jun-30	Approve school calendar and instructional minutes - 180/175 days charter schools and are allowed to shorten instructional year by 5 days without fiscal penalty. Kindergarten ~ 600 hours; Grades 1-3 ~ 840 hours; Grades 4-8 ~ 900 hours; Grades 9-12 ~ 1080 hours	Client with Charter Impact support	Yes	No	https://www.cde.ca.gov/fp/aa/pa/lcfitfaq.asp
GOVERNANCE	Jun-30	Review your Parental Involvement Policy - Every local educational agency (LEA) in California must have a parental involvement policy: Federal requirement (LEAs accepting Title I funds). State requirement (California Education Code [EC] for non-Title I schools. Parents must be involved in how the funds reserved for parental involvement will be allocated for parental involvement activities. Keep minutes and sign-in sheets documenting these discussions. The California Department of Education (CDE) reviews the Consolidated Application and Reporting System (CARS) to see if the required reservation has been made.	Client	Yes	No	https://www.cde.ca.gov/sp/sw/t1/parentfamilyinvolve.asp
GOVERNANCE	Jun-30	Review your Homeless Education Policy - A Homeless Education Policy is used to ensure that your school is compliant with key provisions of the Education for Homeless Children and Youths Act. It is also used to collect the contact information for your required designated homeless liaisons at your school. All schools are required to establish a board approved Homeless Education Policy.	Client	No	No	https://www.cde.ca.gov/sp/hs/cv/strategies.asp
FINANCE	Jun-30	School Nutrition Application Due to CDE - Funding supports five school meal and milk programs to assist schools, districts, and other nonprofit agencies in providing nutritious meals and milk to children at reasonable prices or free to qualified applicants. The five programs are the National School Lunch Program (NSLP), School Breakfast Program (SBP), Seamless Summer Feeding Option (SSFO), Special Milk Program (SMP), and State Meal Program (STMP)	Client	No	No	https://www.cde.ca.gov/ls/nul/sn/eligmaterials.asp
FINANCE	Jun-30	Complete Consolidated Application reporting - Spring - The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute categorical funds from various state and federal programs to county offices, school districts, and direct-funded charter schools throughout California. Annually, in May, each local educational agency (LEA) submits the spring release of the application to document participation in these programs and provide assurances that the district will comply with the legal requirements of each program.	Charter Impact with Client support	Yes	No	https://www.cde.ca.gov/fp/aa/co/index.asp
DATA	Jun-30	Principal Apportionment Data Collection - End-of-Year ADA data must be reconciled and submitted to Charter School authorizers for funding purposes. All attendance data collected from the first day of school to June 30, 2022 must be included in this submission. Due dates may vary and are prescribed by the schools' authorizer. The Principal Apportionment includes funding for the Local Control Funding Formula, which is the primary source of an LEA's general purpose funding; Special Education (AB 602); Expanded Learning Opportunities Program; and funding for several other programs. The Principal Apportionment is a series of apportionment calculations that adjust the flow of state funds throughout the fiscal year as information becomes known.	Charter Impact with Client support			https://www.cde.ca.gov/fp/aa/pa/index.asp

Cover Sheet

Charter School Capital Report/Contract

Section:	II. Finance
Item:	B. Charter School Capital Report/Contract
Purpose:	Discussion & Potential Action - Vote
Related Material:	

BACKGROUND:

- [Charter School Capital](#) (CSC) is a company that offers a receivable sales product that has provided access to stable, reliable, and flexible funding that aligns with the school's cash flow needs.

RECOMMENDATION:

- Consider the approval of the CSC Contract.

Cover Sheet

Planning Amount Buckets

Section:	II. Finance
Item:	C. Planning Amount Buckets
Purpose:	Discussion (Informational)
Related Material:	

BACKGROUND:

- The school model allocates Annual Planning Amounts for each student based on grade level as a way to ensure students have access to learning materials, technology, and both academic and enrichment experiences (educational services) that align with their personalized Educational Plans (Ed Plans).
- In an effort to ensure that students are provided with appropriate and essential materials and educational services, the school is developing strategies and tools to support families and teaching staff.
- This does not necessarily include Special Education materials or services.

Cover Sheet

Public Hearing: Local Control Accountability Plan (LCAP)

Section:	III. Academic Excellence
Item:	A. Public Hearing: Local Control Accountability Plan (LCAP)
Purpose:	Public Hearing
Related Material:	LCAP

BACKGROUND:

- The LCAP is a tool for local educational agencies to set goals, plan actions, and leverage resources to meet those goals to improve student outcomes.
- Under the Local Control Funding Formula (LCFF), all LEAs including school districts, COEs, and charter schools are required to prepare an LCAP, which describes how they intend to meet annual goals for all pupils, with specific activities to address state and local priorities identified pursuant to EC sections 52060(d), 52066(d), and 47605.
- Charter schools are required to consult with parents, students, teachers, administrators, and other school personnel in accordance with EC Section 47606.5 (e) as part of the development of the LCAP.
- The purpose of the Public Hearing is to provide all stakeholders with the opportunity to ask questions and share comments about the LCAP.

YVC & MRA LCAP Overview

Goal 1: Our schools will provide a **high quality educational program** that promotes the **academic achievement** of **all students** through:



1. Qualified Teachers/Staff
2. Regional Coordinators
3. Access to Broad Course of Study through courses & enrichment opportunities
4. Standard aligned texts, materials, & supplies for learning
5. Technology for learning
6. Technology support for families & staff
7. Intervention Teachers
8. School Psychologist
9. Services to support social-emotional health
10. Services & supports for students with IEPs
11. Training for Teachers
12. Supplemental academic support programs
13. English Learner instruction & support



Goal 2: Our schools will operate with strong **parent & community involvement**, including **effective communication** & opportunities for **parent education** through:



1. School & community events for families
2. Effective communication for all educational partners using multiple methods
3. Opportunities for parent education through Parent University

Goal 1: Cont'd

13. Student Study Teams
14. Intervention & supports for struggling students
15. Platforms to support achievement
16. Services & supports for students with 504s
17. Activities to promote family literacy



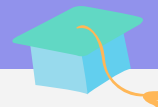
Goal 3: Our schools will maintain a **safe & positive school climate** where all students are **actively engaged** in learning through:



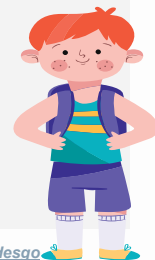
1. Multi-tiered System of Support for all students to promote academic & social-emotional success
2. Enrichment ordering coordination & support
3. Coordination of school & community events for students & families
4. Services & supplies for students experiencing homelessness
5. Clubs, leadership, & academic program opportunities for students
6. Student transition program & supports



Goal 4: Our schools will guide & prepare all students for **college & career readiness** through:



1. Expanded Career Technical Education (CTE) pathways for students
2. Additional progress monitoring & support for students in secondary education (Middle & High School)
3. High School academic counseling & support
4. Expand dual enrollment opportunities for high school students



2022-23 LCFF Budget Overview for Parents Data Input Sheet

Local Educational Agency (LEA) Name:	Monarch River Academy
CDS Code:	54718110139477
LEA Contact Information:	<p>Name: Dr. Laurie Goodman Stephanie Johnson</p> <p>Position: Executive Director Co-Director</p> <p>Email: laurie.goodman@monarchriveracademy.org steph.johnson@monarchriveracademy.org</p> <p>Phone: (559) 258-0787</p>
Coming School Year:	2022-23
Current School Year:	2021-22

*NOTE: The "High Needs Students" referred to in the tables below are Unduplicated Students for LCFF funding purposes.

Projected General Fund Revenue for the 2022-23 School Year	Amount
Total LCFF Funds	\$13,061,061
LCFF Supplemental & Concentration Grants	\$ 1,041,064
All Other State Funds	\$ 1,320,957
All Local Funds	\$0
All federal funds	\$611,214
Total Projected Revenue	\$14,993,232

Total Budgeted Expenditures for the 2022-23 School Year	Amount
Total Budgeted General Fund Expenditures	\$13,546,990
Total Budgeted Expenditures in the LCAP	\$11,408,806
Total Budgeted Expenditures for High Needs Students in the LCAP	\$11,051,754
Expenditures not in the LCAP	\$2,138,184

Expenditures for High Needs Students in the 2021-22 School Year	Amount
Total Budgeted Expenditures for High Needs Students in the LCAP	\$11,408,806
Actual Expenditures for High Needs Students in LCAP	\$7,275,759

Funds for High Needs Students	Amount
2022-23 Difference in Projected Funds and Budgeted Expenditures	\$0
2021-22 Difference in Budgeted and Actual Expenditures	\$4,133,047

Required Prompts(s)	Response(s)
Briefly describe any of the General Fund Budget Expenditures for the school year not included in the Local Control and Accountability Plan (LCAP).	Operational expenses needed to operate the school

LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Monarch River Academy

CDS Code: 54718110139477

School Year: 2022-23

LEA contact information:

Laurie Goodman, Ed.D.- Director

Stephanie Johnson - Director

steph.johnson@monarchriveracademy.org, (559) 258-0787

School districts receive funding from different sources: state funds under the Local Control Funding Formula (LCFF), other state funds, local funds, and federal funds. LCFF funds include a base level of funding for all LEAs and extra funding - called "supplemental and concentration" grants - to LEAs based on the enrollment of high needs students (foster youth, English learners, and low-income students).

Budget Overview for the 2022-23 School Year

Projected Revenue by Fund Source

Total LCFF funds
\$0
0 %

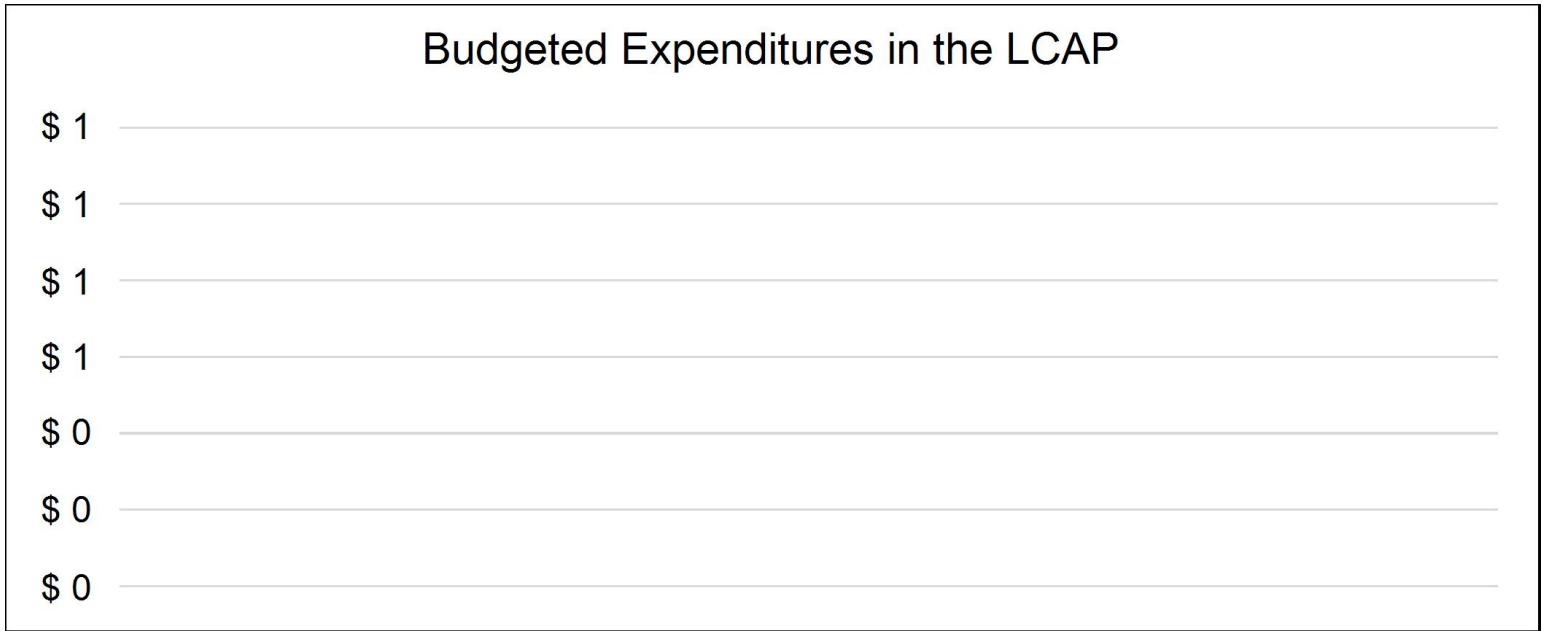
This chart shows the total general purpose revenue Monarch River Academy expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Monarch River Academy is \$, of which \$ is Local Control Funding Formula (LCFF), \$ is other state funds, \$ is local funds, and \$ is federal

funds. Of the \$ in LCFF Funds, \$ is generated based on the enrollment of high needs students (foster youth, English learner, and low-income students).

LCFF Budget Overview for Parents

The LCFF gives school districts more flexibility in deciding how to use state funds. In exchange, school districts must work with parents, educators, students, and the community to develop a Local Control and Accountability Plan (LCAP) that shows how they will use these funds to serve students.



This chart provides a quick summary of how much Monarch River Academy plans to spend for 2022-23. It shows how much of the total is tied to planned actions and services in the LCAP.

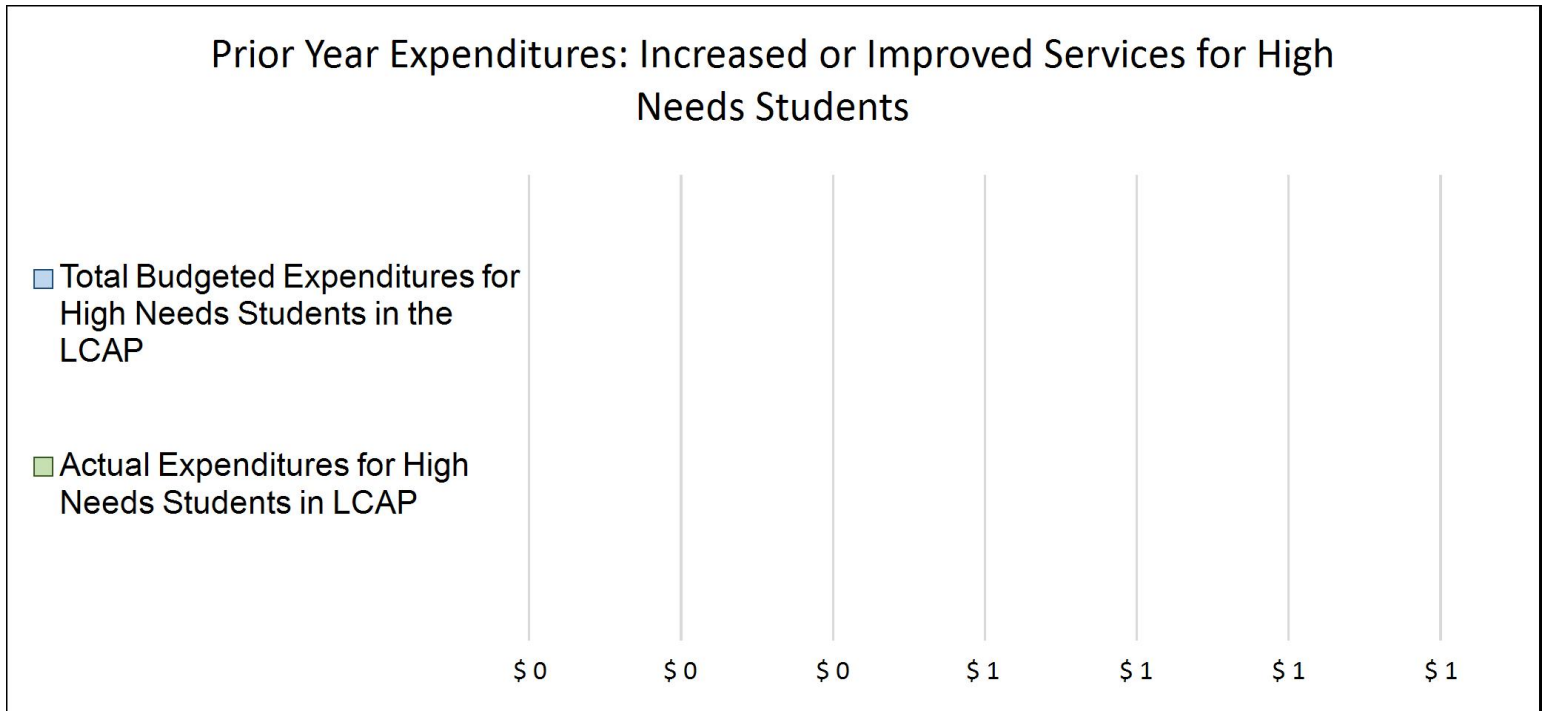
The text description of the above chart is as follows: Monarch River Academy plans to spend \$ for the 2022-23 school year. Of that amount, \$ is tied to actions/services in the LCAP and \$ is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

Increased or Improved Services for High Needs Students in the LCAP for the 2022-23 School Year

In 2022-23, Monarch River Academy is projecting it will receive \$ based on the enrollment of foster youth, English learner, and low-income students. Monarch River Academy must describe how it intends to increase or improve services for high needs students in the LCAP. Monarch River Academy plans to spend \$ towards meeting this requirement, as described in the LCAP.

LCFF Budget Overview for Parents

Update on Increased or Improved Services for High Needs Students in 2021-22



This chart compares what Monarch River Academy budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what Monarch River Academy estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

The text description of the above chart is as follows: In 2021-22, Monarch River Academy's LCAP budgeted \$ for planned actions to increase or improve services for high needs students. Monarch River Academy actually spent \$ for actions to increase or improve services for high needs students in 2021-22.

Supplement to the Annual Update to the 2021–22 Local Control and Accountability Plan

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Monarch River Academy	Dr. Laurie Goodman, Ed.D, Executive Director Stephanie Johnson, Co-Director	laurie.goodman@monarchriveracademy.org, (559) 258-1201 steph.johnson@monarchriveracademy.org, (559) 289-7069

California's 2021–22 Budget Act, the federal American Rescue Plan Act of 2021, and other state and federal relief acts have provided local educational agencies (LEAs) with a significant increase in funding to support students, teachers, staff, and their communities in recovering from the COVID-19 pandemic and to address the impacts of distance learning on students. The following is a one-time mid-year report to the local governing board or body and educational partners related to engagement on, and implementation of, these Acts.

A description of how and when the LEA engaged, or plans to engage, its educational partners on the use of funds provided through the Budget Act of 2021 that were not included in the 2020–21 Local Control and Accountability Plan (LCAP).

Monarch River Academy (MRA) holds meetings with their educational partners three times a year to present and engage them in the use of funds under the Budget Act of 2021. Educational partners are also in attendance at all board meetings to engage in the process of understanding funding and plans. Parents meetings are held once a month to provide information and feedback to the LEA. Surveys are also administered twice (December and March) a year for feedback regarding our funds and programs. MRA also holds meetings with authorizing districts every month to provide updates regarding funding and services.

A description of how the LEA used, or plans to use, the additional concentration grant add-on funding it received to increase the number of staff who provide direct services to students on school campuses with an enrollment of students who are low-income, English learners, and/or foster youth that is greater than 55 percent.

Monarch River (MRA) does not receive concentrated funds or concentrated add-on funds because our unduplicated percentage is less than 50%.

A description of how and when the LEA engaged its educational partners on the use of one-time federal funds received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on pupils.

Monarch River Academy (MRA) has a long-established foundational principle of meaningful educational partner engagement. Surveys were administered in March and November of 2021. Student data was collected and analyzed in January, May, and September of 2021. Monthly meetings were held and attended with our authorizer and county office during the 2020-21 school year as well as the 2021-22 school year to date.

These efforts were refined and improved through the Local Control and Accountability Plan (LCAP) development process. The district's practices have been further enhanced during the pandemic as MRA sought the input and feedback of its educational partner groups from the onset of the pandemic and continuing through the development of the Learning Continuity and Attendance Plan, the 2021-2022 LCAP, Expanded Learning Opportunities Grant and the ESSER III Expenditure Plan.

The following links indicate how and when the LEA engaged its education partners in the use of funds received to support recovery for the COVID- 19 Pandemic.

- Learning Continuity and Attendance Plan (<https://monarchriveracademy.org/about/accountability-sarc>)
- Expanded Learning Opportunities Grant Plan (<https://monarchriveracademy.org/about/accountability-sarc>)
- Local Control and Accountability Plan (<https://monarchriveracademy.org/about/accountability-sarc>)
- ESSER III Expenditure Plan (<https://monarchriveracademy.org/about/accountability-sarc>)

A description of how the LEA is implementing the federal American Rescue Plan Act and federal Elementary and Secondary School Emergency Relief expenditure plan, and the successes and challenges experienced during implementation.

Monarch River Academy (MRA) has designed and implemented the following three main programs to address learning loss using the Elementary and Secondary School Emergency Relief (ESSER). These programs are an addition to existing programs and are offered in an extended day format. The programs include: 1. An intervention system that is personalized and targeted per student with teachers providing instruction in Math and English Language Arts 2. A virtual academy system using synchronous and asynchronous instruction for students in grades 3-12 focused on Math and English Language Arts 3. An extensive social-emotional learning support and counseling system have been implemented with surveys and needs assessments to serve students, families, and staff. The success of each of these programs is monitored through assessment data, attendance, grade, and course completion, as well as anecdotal notations during the extended learning sessions and SEL workshops. The challenges include consistent attendance and work completion due to recurring infection rates from Omicron/COVID-19.

Health and safety of students, educators, and other staff:

Successes: MRA implemented all of the required COVID-19 protocols which included daily screenings and temperature checks as well as immediately cleaning and sanitizing all surfaces. There have been no reportable COVID-19 work-related infections to date.

Challenges: Maintaining the high level of COVID-19 protocols when with all visitors has been a challenge, but it has been done.

Continuity of Services:

Successes: MRA is a non-classroom-based program and because of our format, we have not had any loss or reduction in services with the majority of our students and staff.

Challenges: MRA has a high level of special education students and some of our students have been challenged to attend in-person services due to COVID-19 infections.

Implementation of the ESSER III Expenditure Plan:

Successes: MRA has expanded and increased all intervention programs, social-emotional learning programs, monitoring of achievement, and best practices from professional development related to teaching and learning.

Challenges: MRA has been challenged with making sure that all students who need additional support are receiving the needed support. All students have access to the expanded programs and new programs connected with the ESSR plan, but not all students are taking part in the additional opportunities.

A description of how the LEA is using its fiscal resources received for the 2021–22 school year in a manner that is consistent with the applicable plans and is aligned with the LEA’s 2021–22 LCAP and Annual Update.

Monarch River Academy (MRA) meets on a weekly basis with the core leadership team to review the alignment of all plans and the success of the programs which have been implemented according to the plans. Through the use of data analysis which includes a fiscal analysis of expenditures, course corrections, and plan effectiveness is determined.

Instructions for the Supplement to the Annual Update for the 2021–22 Local Control and Accountability Plan Year

For additional questions or technical assistance related to the completion of the Supplement to the Annual Update to the 2021–22 Local Control and Accountability Plan (LCAP), please contact the local county office of education (COE), or the California Department of Education’s (CDE’s) Local Agency Systems Support Office, by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Introduction

California's 2021–22 Budget Act, the federal American Rescue Plan Act of 2021, and other state and federal relief acts have provided local educational agencies (LEAs) with a significant increase in funding to support students, teachers, staff, and their communities in recovering from the COVID-19 pandemic and to address the impacts of distance learning on students. Section 124(e) of Assembly Bill 130 requires LEAs to present an update on the Annual Update to the 2021–22 LCAP and Budget Overview for Parents on or before February 28, 2022, at a regularly scheduled meeting of the governing board or body of the LEA. At this meeting, the LEA must include all of the following:

- The Supplement to the Annual Update for the 2021–22 LCAP (2021–22 Supplement);
- All available mid-year outcome data related to metrics identified in the 2021–22 LCAP; and
- Mid-year expenditure and implementation data on all actions identified in the 2021–22 LCAP.

When reporting available mid-year outcome, expenditure, and implementation data, LEAs have flexibility to provide this information as best suits the local context, provided that it is succinct and contains a level of detail that is meaningful and accessible for the LEA's educational partners.

The 2021–22 Supplement is considered part of the 2022–23 LCAP for the purposes of adoption, review, and approval, and must be included with the LCAP as follows:

- The 2022–23 Budget Overview for Parents
- The 2021–22 Supplement
- The 2022–23 LCAP
- The Action Tables for the 2022–23 LCAP
- The Instructions for the LCAP Template

As such, the 2021–22 Supplement will be submitted for review and approval as part of the LEA's 2022–23 LCAP.

Instructions

Respond to the following prompts, as required. In responding to these prompts, LEAs must, to the greatest extent practicable, provide succinct responses that contain a level of detail that will be meaningful and accessible for the LEA's educational partners and the broader public and must, to the greatest extent practicable, use language that is understandable and accessible to parents.

In responding to these prompts, the LEA has flexibility to reference information provided in other planning documents. An LEA that chooses to reference information provided in other planning documents must identify the plan(s) being referenced, where the plan(s) are located (such as a link to a web page), and where in the plan the information being referenced may be found.

Prompt 1: *“A description of how and when the LEA engaged, or plans to engage, its educational partners on the use of funds provided through the Budget Act of 2021 that were not included in the 2020–21 Local Control and Accountability Plan (LCAP).”*

In general, LEAs have flexibility in deciding what funds are included in the LCAP and to what extent those funds are included. If the LEA received funding through the Budget Act of 2021 that it would have typically included within its LCAP, identify the funds provided in the Budget Act of 2021 that were not included in the LCAP and provide a description of how the LEA has engaged its educational partners on the use of funds. If an LEA included the applicable funds in its adopted 2021–22 LCAP, provide this explanation.

Prompt 2: *“A description of how LEA used, or plans to use, the concentration grant add-on funding it received to increase the number of staff who provide direct services to students on school campuses with an enrollment of students who are low-income, English learners, and/or foster youth that is greater than 55 percent.”*

If LEA does not receive a concentration grant or the concentration grant add-on, provide this explanation.

Describe how the LEA is using, or plans to use, the concentration grant add-on funds received consistent with California *Education Code* Section 42238.02, as amended, to increase the number of certificated staff, classified staff, or both, including custodial staff, who provide direct services to students on school campuses with greater than 55 percent unduplicated pupil enrollment, as compared to schools with an enrollment of unduplicated students that is equal to or less than 55 percent.

In the event that the additional concentration grant add-on is not sufficient to increase the number of staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent, describe how the LEA is using the funds to retain staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent.

Prompt 3: *“A description of how and when the LEA engaged its educational partners on the use of one-time federal funds received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on pupils.”*

If the LEA did not receive one-time federal funding to support recovery from the COVID-19 pandemic and the impacts of distance learning on students, provide this explanation.

Describe how and when the LEA engaged its educational partners on the use of one-time federal funds it received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on students. See the COVID-19 Relief Funding Summary Sheet web page (<https://www.cde.ca.gov/fq/cr/relieffunds.asp>) for a listing of COVID-19 relief funding and the Federal Stimulus Funding web page (<https://www.cde.ca.gov/fq/cr/>) for additional information on these funds. The LEA is not required to describe engagement that has taken place related to state funds.

Prompt 4: *“A description of how the LEA is implementing the federal American Rescue Plan Act and federal Elementary and Secondary School Emergency Relief expenditure plan, and the successes and challenges experienced during implementation.”*

If an LEA does not receive ESSER III funding, provide this explanation.

Describe the LEA’s implementation of its efforts to maintain the health and safety of students, educators, and other staff and ensure the

continuity of services, as required by the federal American Rescue Plan Act of 2021, and its implementation of the federal Elementary and Secondary School Emergency Relief (ESSER) expenditure plan to date, including successes and challenges.

Prompt 5: “A description of how the LEA is using its fiscal resources received for the 2021–22 school year in a manner that is consistent with the applicable plans and is aligned with the LEA’s 2021–22 LCAP and Annual Update.”

Summarize how the LEA is using its fiscal resources received for the 2021–22 school year to implement the requirements of applicable plans in a manner that is aligned with the LEA’s 2021–22 LCAP. For purposes of responding to this prompt, “applicable plans” include the Safe Return to In-Person Instruction and Continuity of Services Plan and the ESSER III Expenditure Plan.

California Department of Education
November 2021

Local Control Accountability Plan

The instructions for completing the Local Control and Accountability Plan (LCAP) follow the template.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Monarch River Academy	Laurie Goodman, Ed.D.- Director Stephanie Johnson - Director	laurie.goodman@monarchriveracademy.org, (559) 999-5030 steph.johnson@monarchriveracademy.org, (559) 258-0787

Plan Summary [2022-23]

General Information

A description of the LEA, its schools, and its students in grades transitional kindergarten–12, as applicable to the LEA.

Monarch River Academy (MRA) is a tuition-free public charter school offering personalized student learning in grades TK through 12. We are a non-classroom-based independent study work charter school serving students and families throughout Fresno, Madera, Merced, and Monterey Counties. MRA serves approximately 1061 students, grades TK-12, and employs approximately 64 staff members. Our student demographics indicate that 31.7% are of Hispanic descent, 65.4% are Caucasian, 3.4% are Black or African American, .8% are Asian, 1.6% are American Indian or Alaska Native, and .4% are Native Hawaiian or Other Pacific Islander. .3% of our student population are English Learners. Almost 43.1% of our students come from socioeconomically disadvantaged backgrounds.

MRA is unique and provides students with a standards-based public education in an independent-study homeschool environment. We offer multiple educational programs and facilitate the individualization of each child's learning experience alongside our parents and families. Under the direct supervision of a credentialed teacher and through multiple program offerings, students can complete their standards-aligned educational program in a setting that best meets their needs. As a non-classroom-based charter, we are proud to offer our standards-aligned educational program completely online, as part of a blended model of online coursework with some direct instruction, and/or offline through state-adopted textbook options. Students are also encouraged to participate in project-based or career technical education courses, and/or a multitude of enrichment opportunities to help round out their educational experience. We also partner with local organizations and colleges, to ensure that students are prepared for college and career.

In March of 2020, MRA halted all in-person services and activities in response to the COVID-19 pandemic. Throughout the rest of the school year, we provided staff, students, parents, and Educational Partners with ongoing updates and guidance for state and local agencies. During the months of June and July, the leadership team worked with all Educational Partners to plan and prepare for a safe and successful August reopening that considered the challenges related to Covid-19 restrictions. MRA remained deeply committed to making sure that all students

made academic progress and continued towards college and career readiness. Each of our students was significantly impacted, like other schools, with the initial closure of the in-person school activities and swift move to distance learning. MRA continued to provide a full educational program as a non-classroom-based charter school.

Reflections: Successes

A description of successes and/or progress based on a review of the California School Dashboard (Dashboard) and local data.

Based on a review of performance on the state and local indicators measured by the California Dashboard, a review of our annual self-assessment tools, and a review of Education Partner input, Monarch River Academy has identified the following successes:

California School Dashboard and Local Data

Note: Senate Bill 98 suspended the reporting of state and local indicators on the 2020 California School Dashboard (Dashboard). However, state law required that reliable and valid data that would have been included in the 2020 Dashboard be reported. Monarch River Academy was in its first year as a school during the 2019-20 school year. Because the 2020 Dashboard was suspended, Monarch River does not have Dashboard indicators to report. Local data shows the following:

1. In 2019, MRA's Chronic Absenteeism rate decreased was less than 1%. In 2020 and 2021, local data showed that MRA maintained a low Chronic Absenteeism rate and maintained an attendance rate of 99%.
2. In 2019 MRA did not suspend a single student. In 2020 and 2021, local data showed that the school has maintained a 0% suspension rate.

Annual Self-Assessment

An annual survey was administered to all staff, all students in grades TK-12, and offered to all parents. We increased our online efforts to collect surveys this year, creating multiple opportunities for Education Partners to provide survey feedback through Google Forms, and virtual meetings. An annual survey was administered to all staff, all students in grades TK-12, and offered to all parents.

1. 90% of parents feel that their child's school provides access to professionals and resources to support social-emotional learning and other emotional health needs.
2. 96% of parents feel that their child's school provides a quality education that focuses on the academic success of each child.
3. 91% of parents feel that their child's school offers support that promotes learning at high levels.
4. 85% of parents feel that their child's school provides a variety of activities as well as vendor and enrichment opportunities in which students can participate.
5. 98% of parents feel that their child's school welcomes parental participation at all levels.
6. 98% of parents feel that their child's school has teachers that go out of their way to help students
7. 91% of our students who surveyed feel that Monarch River Academy works with their parent/guardian to help them do their best in school.
8. 96% of the educational partners feel that Monarch River Academy has clear guidelines and supports to ensure all students are on track to graduate from high school and meet the high school graduation requirements.

9. 89% of the educational partners feel that Monarch River Academy provides professional development that meets the needs of staff in order to increase student.

Education Partner Input

Meetings were held to ensure that all Education Partners had the opportunity to provide input. In order to comply with health and safety guidelines, these meetings were held virtually through Zoom where Education Partners could participate by phone or through the online platform. The qualitative data that was collected during these meetings, along with comments from our staff and parent surveys indicate that Education Partners feel our greatest areas of strength include:

1. Parents are generally happy with the guidance and the support of their teacher and the addition of the virtual academics as well as intervention programs to support learning.
2. All Education Partners, including parents and students, were satisfied with the wide variety of enrichment options offered to students and the expansion of the dual enrollment program.
3. MRA established a comprehensive Tier 2 and Tier 3 intervention program to support struggling learners as well as students needed social emotional learning support and/or those students falling below grade-level expectations.
4. Education Partners were excited about the expansion of Career Technical Education (CTE) course offerings for high school students and the return on in-person events to build community.
5. Education Partners were very satisfied with increased efforts to monitor high school academic achievement, including the creation of the high school guidance tech position to offer additional supports.

MRA will continue to strive towards excellence. In order to maintain and build on the successes above, MRA will:

- 1) Continue to recruit, train, and retain highly qualified teachers to support students and families with the implementation of a standards-aligned educational plan.
- 2) Continue to provide a wide array of enrichment opportunities to students through partnerships with approved vendors, local organizations, and colleges.
- 3) Implement a comprehensive Multi-Tiered System of Support (MTSS) Program, including Tier 2 and Tier 3 intervention and SEL supports in order to increase literacy rates, academic achievement on state and local assessments, and increase English learner progress towards English proficiency as well as provide a safety net for mental health supports.
- 4) Increase college and career readiness offerings for students including Career Technical Education (CTE) courses and pathways, concurrent enrollment options, dual enrollment options for students, and transition services.
- 5) Continue providing increased staff support in the area of high school progress monitoring and academic success and the expansion of the virtual academics as well as in-person events as we partner with our authorizing districts..

Reflections: Identified Need

A description of any areas that need significant improvement based on a review of Dashboard and local data, including any areas of low performance and significant performance gaps among student groups on Dashboard indicators, and any steps taken to address those areas.

Based on a review of performance on the state and local indicators, locally collected diagnostic data, a review of our annual self-assessment tools, and a review of Education Partner input, Monarch River Academy has identified the following needs:

California School Dashboard and Locally Collected Assessment Data

Monarch River Academy was in its first year as a school during the 2019-20 school year. Because the 2020 Dashboard was suspended, Monarch River does not have Dashboard indicators to report. Locally collected assessment data shows that MRA's rate of performance for both English Language Arts and Mathematics remains an area of need. During the 2021-22 school year, MRA has assessed all students in grades TK-12 with the STAR 360 benchmark assessment. According to the Fall administration where 82% of students participated in the Reading diagnostic, 42% of students were at or above benchmark according to grade level criterion. Of the 91% of students who were assessed in the Winter, 48% of students were at or above benchmark. According to the Fall administration where 97% of students participated in the Mathematics diagnostic, 35% of students were at or above benchmark. Of the 100% of students who were assessed in the Winter, 37% of students were at or above benchmark. MRA will take the following steps: to improve the academic achievement of students:

- 1) Implement a comprehensive Multi-Tiered System of Support (MTSS) Program, including Tier 2 and Tier 3 intervention and SEL supports in order to increase literacy rates, academic achievement on state and local assessments, and increase English learner progress towards English proficiency and emotional well-being.
- 2) Provide school-wide professional development for staff and learning coaches to ensure that evidence-based practices are being used in daily instruction.
- 3) Continue to provide additional staff members to support the academic achievement of struggling students; including intervention teachers, instructional paraprofessionals, and paraprofessionals to support students with special needs as well as increase the virtual academy courses for all students including Title 1 students.
- 4) Implement a robust Parent University program designed to engage parents as partners in the academic and social-emotional development and progress of their students through modeling and support in our enrichment academies which will be school-wide.

Annual Self-Assessment and Education Partner Input

Through annual surveys that were administered to staff, students in grades TK-12, and parents, as well as through Education Partner meetings, MRA has identified the following areas of need:

- 1) Continue to recruit highly qualified teachers to support learning coaches and students through a standards-aligned educational plan for achievement.
- 2) Increase direct instruction course offerings taught by a credentialed teacher in order to increase academic achievement in English-language Arts and Mathematics in grades TK-12.
- 3) Increase parent communication through multiple methods, including the school website as well as in-person events with our partnership with our authorizing districts.
- 4) Increase college and career readiness offerings for students including Career Technical Education (CTE) courses and pathways, concurrent enrollment options, dual enrollment options for students, A-G enrollment and completion as well as transition services.

LCAP Highlights

A brief overview of the LCAP, including any key features that should be emphasized.

The 2021-24 LCAP was written after consulting members from each Educational Partner group across the school. The four goals outlined below will allow MRA to continue our focus and efforts in supporting all students, especially those who are foster or homeless youth, English Learners, and low-income students, which represent 48% of our total population. These four goals also address the eight state priorities, which are: 1) Student Achievement, 2) Student Engagement, 3) Student Outcomes, 4) School Climate, 5) Parent Involvement, 6) Basic Services, 7) Implementation of Common Core State Standards, and 8) Course Access.

The MRA LCAP broad goals are as follows:

Goal 1: Monarch River Academy will provide a high-quality educational program that promotes the academic achievement of all students.

Goal 2: Monarch River Academy will operate with strong parent and community involvement, including effective communication and opportunities for parent education.

Goal 3: Monarch River Academy will maintain a safe and positive school climate where all students are actively engaged in learning.

Goal 4: Monarch River Academy will guide and prepare all students for college and career readiness.

Impact of the COVID-19 Pandemic:

In March of 2020, MRA joined with school districts throughout the United States, making the difficult decision to halt in-person activities and meetings to spread of COVID-19. Throughout this time, MRA has remained committed to serving our students through a robust independent-study homeschool learning program that included services for Students with Disabilities and English Learners, and through continued social-emotional health services. School closure impacted MRA in several key areas contained in the 2021-24 LCAP, including, a need for a strong Tier 2 intervention program for students who are struggling or who have experienced learning loss and increased progress monitoring and support for students.

While we do not anticipate the severe restrictions placed on public schools to be in place long-term, the pandemic and its effect on students and families, and public education systems understandably affected data trends that we had previously identified. As a result, the reader will note that some of our metrics contain baseline data from both 19-20 and 20-21. In these cases, a determination was made that data collected from both years presents a more accurate picture of where we are and where we need to be headed to meet the growing needs of our students.

Comprehensive Support and Improvement

An LEA with a school or schools eligible for comprehensive support and improvement must respond to the following prompts.

Schools Identified

A list of the schools in the LEA that are eligible for comprehensive support and improvement.

N/A

Support for Identified Schools

A description of how the LEA has or will support its eligible schools in developing comprehensive support and improvement plans.

N/A

Monitoring and Evaluating Effectiveness

A description of how the LEA will monitor and evaluate the plan to support student and school improvement.

N/A

Engaging Educational Partners

A summary of the process used to engage educational partners and how this engagement was considered before finalizing the LCAP.

Monarch River Academy (MRA) believes that Educational Partner input is a key component in the creation of its educational programs and services. To gain input and consultation regarding goals, actions, and expenditures in the LCAP, MRA consulted parents, pupils, school personnel, teachers, administrators, the Parent Advocacy Committee (PAC), District English Learner Advisory Committee (DELAC), the SELPA administrator, and the community in the creation of the plan.

Additional efforts to gain input and consultation included the administration of electronic surveys to all employees and parents. MRA also collected additional survey feedback from our Outstanding Direct Intervention (ODI) teachers who have been piloting small-group intervention programs in both English-language arts and Mathematics. This feedback was extremely valuable in the creation of our instructional program offerings.

Virtual meetings were conducted using Zoom on the following dates:

School Site Council Meeting: 10/04/21, 02/28/22, 04/27/22

Parent and Community Meeting: 10/04/21, 02/28/22, 04/27/22

Staff Meeting: 10/04/21, 11/01/21, 12/06/21, 02/07/22, 03/07/22, 04/04/22, 05/02/22

Meeting with Student representatives: 10/04/21, 02/28/22, 04/27/22

Parent Advocacy Committee Meeting: 10/04/21, 10/21/21, 02/28/22, 04/27/22, 05/02/22

ELAC/DELAC Meetings: 10/21/21, 05/02/22

Board Meetings: 08/24/21, 09/07/21, 09/28/21, 10/22/21, 11/16/21, 12/07/21, 01/25/22, 02/28/22, 03/22/22, 04/26/22, 05/17/22, 06/21/22

School leadership including MRA Directors and Assistant Directors met on the following dates to provide consultation and feedback from their staff, students, and parents about MRA's educational program including actions and services contained herein: April 4th, April 29th, and May 2nd. Additionally, MRA directors and Regional Coordinators met on April 4th, April 25th, May 2nd, May 9th, May 16th, and May 23rd. Feedback from Education Partners was collected and analyzed by school leaders in the creation of the LCAP. MRA consulted with the SELPA Administrator in May of 2021. Recommendations from this consultation included incorporating both formal and informal data collection into our MTSS process and teacher/parent training in order to more effectively drive the selection of appropriate interventions and support. This recommendation was incorporated into Goal 1, Action 13, and Goal 2, Action 3.

Translation services were available as needed. The school made a strong effort to ensure that voices were heard from Educational Partners throughout these meetings that represented English Learner students, socioeconomically disadvantaged students, and homeless students. At these meetings, the following information was shared by the school: Available dashboard data, local data, previous LCAP goals, progress made toward meeting LCAP goals/metrics, and budget information. Educational Partners were then given the opportunity to respond to the plan, providing feedback, questions for the Executive Director, or comments. The PAC and DELAC committees did not submit any formal comments to the Executive Director for a written response.

A draft of the plan was made available for public comment in the school's office so that members of the public would have time to review and provide public comment prior to board approval. MRA advertised the publishing of the draft and invitation for public comment via the Weekly Buzz parent and community newsletter and school website. Educational Partners were encouraged to provide feedback by telephone, email, or by mailing written comments to our office.

Once all the Educational Partner feedback was collected, the school leadership team analyzed the feedback and used it to draft the LCAP. The most common topics of success and needs collected throughout the feedback process were given priority in the writing of the LCAP, although many other topics were addressed. The public was notified of the opportunity to submit comments and the LCAP was posted on the school website from April 8th through April 25th in draft form for the public comment period. An overview of the LCAP and the updates made this year were presented in draft form during the Open Session Board Meeting on February 24, 2021, during the Public Hearing. Feedback included the following: MRA was encouraged to offer a more complete demographic breakdown. This change was made to the final draft. No other feedback was given regarding the LCAP draft so the final draft of the LCAP and budget was approved on June 21st at a regularly scheduled Board Meeting.

A summary of the feedback provided by specific educational partners.

Annual Self-Assessment

An annual survey was administered to all staff, all students in grades TK-12, and offered to all parents. We increased our online efforts to collect surveys this year, creating multiple opportunities for Education Partners to provide survey feedback through Google Forms, and virtual meetings. An annual survey was administered to all staff, all students in grades TK-12, and offered to all parents.

1. 90% of parents feel that their child's school provides access to professionals and resources to support social-emotional learning and other emotional health needs.
2. 96% of parents feel that their child's school provides a quality education that focuses on the academic success of each child.
3. 91% of parents feel that their child's school offers support that promotes learning at high levels.
4. 85% of parents feel that their child's school provides a variety of activities as well as vendor and enrichment opportunities in which students can participate.
5. 98% of parents feel that their child's school welcomes parental participation at all levels.
6. 98% of parents feel that their child's school has teachers that go out of their way to help students
7. 91% of our students who surveyed feel that Monarch River Academy works with their parent/guardian to help them do their best in school.
8. 96% of the educational partners feel that Monarch River Academy has clear guidelines and supports to ensure all students are on track to graduate from high school and meet the high school graduation requirements.
9. 89% of the educational partners feel that Monarch River Academy provides professional development that meets the needs of staff in order to increase student.

Education Partner Input

Meetings were held to ensure that all Education Partners had the opportunity to provide input. In order to comply with health and safety guidelines, these meetings were held virtually through Zoom where Education Partners could participate by phone or through the online

platform. The qualitative data that was collected during these meetings, along with comments from our staff and parent surveys indicate that Education Partners feel our greatest areas of strength include:

1. Parents are generally happy with the guidance and the support of their teacher and the addition of the virtual academics as well as intervention programs to support learning.
2. All Education Partners, including parents and students, were satisfied with the wide variety of enrichment options offered to students and the expansion of the dual enrollment program.
3. MRA established a comprehensive Tier 2 and Tier 3 intervention program to support struggling learners as well as students needed social emotional learning support and/or those students falling below grade-level expectations.
4. Education Partners were excited about the expansion of Career Technical Education (CTE) course offerings for high school students and the return on in-person events to build community.
5. Education Partners were very satisfied with increased efforts to monitor high school academic achievement, including the creation of the high school guidance tech position to offer additional supports.

MRA will continue to strive towards excellence. In order to maintain and build on the successes above, MRA will:

- 1) Continue to recruit, train, and retain highly qualified teachers to support students and families with the implementation of a standards-aligned educational plan.
- 2) Continue to provide a wide array of enrichment opportunities to students through partnerships with approved vendors, local organizations, and colleges.
- 3) Implement a comprehensive Multi-Tiered System of Support (MTSS) Program, including Tier 2 and Tier 3 intervention and SEL supports in order to increase literacy rates, academic achievement on state and local assessments, and increase English learner progress towards English proficiency as well as provide a safety net for mental health supports.
- 4) Increase college and career readiness offerings for students including Career Technical Education (CTE) courses and pathways, concurrent enrollment options, dual enrollment options for students, and transition services.
- 5) Continue providing increased staff support in the area of high school progress monitoring and academic success and the expansion of the virtual academics as well as in-person events as we partner with our authorizing districts..

A description of the aspects of the LCAP that were influenced by specific input from educational partners.

The four goals of the LCAP were created with Educational Partner input. This year, Educational Partner input continues to demonstrate that our efforts are focused in the right direction. The following will continue to remain the focus of this plan: 1) Providing a high-quality educational program that promotes the academic achievement of all students, including struggling learners, English Learners, Low-Income, and Foster students, 2) Increasing parent and community communication and engagement, 3) Maintaining a safe and positive school climate where students are actively engaged, and 4) Providing guidance and supports to ensure that all students are college and career ready. Both fiscal and human resources will be dedicated to meeting the school's goals in these critical areas.

Aspects of the LCAP Influenced by Educational Partner Input

1. Providing a high-quality educational program that promotes the academic achievement of all students, including struggling learners, English Learners, Low-Income, and Foster students: Educational Partner input in this area indicates that Educational Partners are proud of the efforts made to provide and train credentialed HSTs and Educational Partners want these efforts to continue. This effort is reflected in Goal 1, Actions 1, and 7-17.

2. Increasing parent and community communication and engagement: Educational Partners are very proud of the efforts made to communicate with parents and families during the pandemic but would like to see increased consistent parent communication through multiple methods, including the school website. Goal 2, Action 2 will address this and Goal 2, Action 3 will expand opportunities for parent education through Parent University offerings.

3. Maintaining a safe and positive school climate where students are actively engaged: Educational Partners appreciate the increased effort made over the past year towards engaging students through enrichment opportunities, club offerings, academic and leadership opportunities such as Academic Decathlon and the National Honors Society. Educational Partners expressed a desire to see increased opportunities for student engagement such as field trip offerings and continued clubs, and academic and leadership opportunities. MRA will focus on this area (Goal 3, Actions 2, and 6).

4. Providing guidance and supports to ensure that all students are college and career ready: Educational Partners would like to see increased college and career readiness offerings for students including Career Technical Education (CTE) courses and pathways, concurrent enrollment options, dual enrollment options for students, and transition services. Goal 4, Actions 1-3 will focus on this area.

New Aspects of the LCAP Influenced by Specific Educational Partner Input directly related to the effects of the COVID-19 Pandemic:

1. Increased and Improved Technology including Training and Support: Goal 1 Actions 2, 5, 6, and 10 will address the needs for more devices, technology support, and professional development that includes training in new technology and online platforms to support students.
2. MRA will continue to follow all state and local guidelines during the ongoing COVID-19 pandemic. Utilizing CARES act funding, MRA will continue to provide supplies, services, and other necessary expenditures to prevent the spread of COVID-19 and other infections, including, but not limited to purchase of Personal Protective Equipment (PPE).

Goals and Actions

Goal

Goal #	Description
1	Monarch River Academy will provide a high quality educational program that promotes the academic achievement of all students. (Priorities Addressed:1,2,4,7,8)

An explanation of why the LEA has developed this goal.

Based on state and local assessment data, stakeholder consultation, and other collected data the school identifies this Goal and subsequent Actions as priorities for the school. Goal 1 is a broad goal focused on improving performance across the wide range of metrics listed below. Fully credentialed teachers who are effectively supported help students achieve educational success. Sufficient access to standards-aligned instructional materials and interventions maximizes student learning. 100% of our students do not currently meet or exceed their grade-level standards in English Language Arts and Mathematics.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Appropriately assigned and fully credentialed teachers	100% of teachers are appropriately credentialed and assigned.	100% of teachers were appropriately credentialed and assigned.			Maintain 95% or higher of teachers who are appropriately credentialed or assigned
Facilities maintained in good repair	All facilities are maintained in good repair.	All facilities were maintained in good repair.			Maintain all facilities in good repair
Access to standards aligned instructional materials	100% of students have access to standards aligned instructional materials.	100% of students had access to standards aligned instructional materials.			100% of students have access to standards aligned instructional materials

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Implementation of state standards for all students	100% implementation of state standards.	100% implementation of state standards occurred.			100% implementation of state standards
Enable ELs access to CCSS and ELD standards	<p>The 2020 CA School Dashboard did not include an ELPI due to the COVID-19 pandemic.</p> <p>In 2019-20, for the Summative ELPAC: 20% scored a level 1 Beginning to Develop 80% scored an overall level of 3 Moderately Developed</p>	<p>The 2020 CA School Dashboard does not have data available.</p> <p>For the Summative ELPAC of the 2020-21 school year; 20% scored at level 2, 40% scored at level 3, 40% scored at level 4.</p>			Increase the percentage of students who are making progress towards English proficiency from prior year's data
<p>ELA CAASPP</p> <p>Note: Local benchmarks will be used until CAASPP Results become available</p>	<p>The 2020 assessment was waived due to the COVID-19 pandemic.</p> <p>STAR 360 Overall Reading Fall 41% Winter 44%</p>	<p>Unavailable CAASPP to be given in the Spring semester.</p> <p>82% of students participated in the reading STAR360. 42% of students tested above Benchmark for the Fall semester of 2021.</p>			Increase the percentage of students who scored met or exceeded standard on from prior year's data
<p>Math CAASPP</p> <p>Note: Local benchmarks will be</p>	The 2020 assessment was waived due to the COVID-19 pandemic.	Unavailable CAASPP to be given in the Spring semester.			Increase the percentage of students who scored met or exceeded

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
used until CAASPP Results become available	STAR 360 Mathematics Fall 31% Winter 35%	97% of students participated in the math STAR360. 35% of students tested above Benchmark for the Fall semester of 2021.			standard on from prior year's data
AP Passage Rate	100% of students passed the AP exam with a score of 3 or higher.	For 2021, we had 3 students from MRA take AP tests, all were passed with a 3 or higher. MRA had 100% passing with 3 or higher.			Increase the percentage of students who passed an AP exam with a 3 or higher from prior year's data
EAP ELA Note: Local benchmarks will be used until CAASPP Results become available	The 2020 assessment was waived due to the COVID-19 pandemic. STAR 360 Overall Reading Winter 11th grade 33%	Unavailable, the EAP is based on the 11th grade CAASPP scores and that is given in the Spring.			Increase the percentage of students scored met or exceeded standard on from prior year's data
EAP Math Note: Local benchmarks will be used until CAASPP	The 2020 assessment was waived due to the COVID-19 pandemic. STAR 360 Mathematics	Unavailable, the EAP is based on the 11th grade CAASPP scores and that is given in the Spring.			Increase the percentage of students cored met or exceeded standard on from prior year's data

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Results become available	Winter 11th grade 34%				
Broad Course of Study for all students including unduplicated pupils and pupils with exceptional needs	100% of students will have access to a broad course of study including unduplicated pupils and pupils with exceptional needs.	100% of students had access to a broad course of study including unduplicated pupils and pupils with exceptional needs.			100% of students will have access to a broad course of study including unduplicated pupils and pupils with exceptional needs
EL Reclassification rate	3 students were reclassified during the 19-20 school year.	As of April 2022, 8 students have been reclassified for the 21-22 school year.			Maintain or increase the number of students who are reclassified from prior year's data

Actions

Action #	Title	Description	Total Funds	Contributing
1.1	1.1 Qualified Staff, including appropriately credentialed teachers	State and local assessment data, educational partner feedback, and other collected data indicate a need for appropriately credentialed and qualified staff to ensure the academic success of all students. Monarch River Academy (MRA) will utilize recruitment websites and fairs to have access to highly qualified teachers with single-subject expertise, special education expertise, and multiple subject expertise. A fully credentialed staff increases success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide enough staff to support and increase achievement in our virtual academies as well as support for students, staff, and families. We expect this action will continue to reduce the achievement gap by providing enrichment and addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of	\$3,774,677.00	No

Action #	Title	Description	Total Funds	Contributing
		these enrichment systems will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
1.2	1.2 Regional Coordinators	State and local assessment data, educational partner feedback, and other collected data indicate that Regional Coordinators are necessary to support teachers and monitor the academic progress of unduplicated students. Monarch River Academy will utilize Regional Coordinators to provide facilitation of Professional Learning Communities (PLCs) to support teachers and students in ensuring compliance with state and local requirements and completion of a body of work. All students will have access to these Regional Coordinators to ensure equity and access to resources and activities to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide regional coordinators for the facilitation of PLCs that include disaggregation of data, progress monitoring on state standard implementation, and student progress. These leaders along with team support will increase the success of students, staff, and families as well as support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement through enrichment opportunities. We expect this action will continue to reduce the achievement gap by providing leadership support in the area of academy achievement and enrichment as well as addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of these leaders will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.	\$466,707.00	
1.3	1.3 Electives and Enrichment opportunities	State and local assessment data, educational partner feedback, and other collected data indicate a need for enrichment resources and full access to courses including electives and opportunities through	\$958,672.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>extensive enrichment. Monarch River Academy will utilize vendor, Virtual Academy, and A-G courses to provide courses and enrichment opportunities to support students in their core programs and beyond their core program. All students will have access to these courses and resources, especially for Low Income(LI), Foster Youth(FY), English Learner(EL) students, and students experiencing homelessness(HY) to address equity and access to all courses and resources. By maintaining full access to courses, electives, and enrichment opportunities, MRA will ensure that unduplicated students are given the opportunity to complete academic courses, such as A-G courses, as well as engage in their educational program through electives and enrichment opportunities. Since its inception, this action has resulted in increased academic achievement, A-G completion, and enhanced learning of unduplicated students. These actions are most associated with LI, FY, HY, and EL students. However, since the action will benefit all students, it will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing enrichment as well as A-G courses in order to address the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of these enrichment and elective systems will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.</p>		
1.4	1.4 Texts, instructional materials and supplies	<p>State and local assessment data, educational partner feedback, and other collected data indicate that all students will be provided with standards-aligned texts, instructional materials, and supplies for learning. This is necessary to support students and teachers who monitor the academic progress of unduplicated students. Monarch River Academy will utilize its extensive curriculum and enrichment ordering systems as well as its lending library. Teachers and students will have all needed curriculum to ensure compliance with state and local requirements and the completion of a body of work. All students will have access to these resources to ensure equity and access to resources and activities to increase success, especially for Low</p>	\$1,868,166.00	No

Action #	Title	Description	Total Funds	Contributing
		Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide teachers with the knowledge to better facilitate helping students and families choose grade-level appropriate curriculum and to utilize data for progress monitoring on state standard implementation, and student progress. Access and support with these resources will increase the success of students, staff, and families by supporting the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. We expect this action will continue to reduce the achievement gap by providing resource support in the area of academic achievement as well as addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of these resources will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
1.5	1.5 Technology, including devices and equipment for learning	State and local assessment data, educational partner feedback, and other collected data indicate that all students will be provided access to technology and learning platforms for learning. This is necessary to support students and teachers who monitor the academic progress of unduplicated students. Monarch River Academy will utilize its extensive technology department and ordering systems as well as its lending library. Teachers and students will have all the needed technology to ensure compliance with state and local requirements and have a completion of a body of work. All students will have access to this technology to ensure equity and access to resources and activities to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide teachers with the knowledge to facilitate helping students and families choose appropriate technology and applications and to utilize data for progress monitoring on state standard implementation, and student progress. Access and support with this technology will increase the success of students, staff, and families and support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic	\$23,631.00	Yes

Action #	Title	Description	Total Funds	Contributing
		achievement. Access to technology improves academic performance and is a key 21st Century skill. We expect this action will continue to reduce the achievement gap by providing tech support in the area of academic achievement as well as addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of this technology resources and support will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
1.6	1.6 Technology Support	State and local assessment data, educational partner feedback, and other collected data indicate that all students will be provided access to technology and learning platforms for learning. This is necessary to support students and teachers who monitor the academic progress of unduplicated students. Monarch River Academy will utilize its extensive technology department and ordering systems as well as its lending library. Teachers and students will have all the needed technology to ensure compliance with state and local requirements and have a completion of a body of work. All students will have access to this technology to ensure equity and access to resources and activities to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide teachers with the knowledge to facilitate helping students and families choose appropriate technology and applications and to utilize data for progress monitoring on state standard implementation, and student progress. Access along with support with this tech will increase the success of students, staff, and families and support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. Access to technology improves academic performance and is a key 21st Century skill. We expect this action will continue to reduce the achievement gap by providing tech support in the area of academic achievement as well as addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students	\$73,360.00	Yes

Action #	Title	Description	Total Funds	Contributing
		experiencing homelessness. The impact of this technology resources and support will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
1.7	1.7 Intervention Teachers	State and local assessment data, educational partner feedback, and other collected data indicate that students who are provided access to intervention will have greater success. Research indicates that when properly implemented, targeted and individualized support in both English and math will result in greater student access to improving missing skills as well as increased opportunity to reach standards, especially when provided by credentialed teachers. To meet this need, credentialed teachers will continue to provide specialized, targeted support to students through individualized and small group remediation and acceleration lessons. All students will have access to this intervention program to ensure equity and access to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. Access and intervention support will increase the success of students, staff, and families and support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. As students' reading/math skills are brought closer to grade level through intensive support, associated test scores and reading/math efficacy will improve. The impact of this intervention program will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.	\$96,226.00	No
1.8	1.8 Supplemental School Psychologist	State and local assessment data, educational partner feedback, and other collected data indicate that mental health is a priority and need for families, a need that was exacerbated by the COVID19 pandemic. If students are not physically, mentally, and emotionally ready to learn, they may not reach their academic goals. Monarch River Academy(MRA) believes that providing additional school psychology	\$63,031.00	Yes

Action #	Title	Description	Total Funds	Contributing
		support for struggling students will improve mental health and social-emotional outcomes for students, leading to increased achievement. All students, staff, and families will have access to these professionals to ensure equity and access to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. MRA will provide additional school psychology services for students which will result in increased participation and achievement on state and local assessments. The impact of these professionals will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
1.9	1.9 Special Education Services	State and local assessment data, educational partner feedback, and other collected data indicate that Special Education Services are a priority and a need for families, a need that was exacerbated by learning loss due to the COVID19 pandemic. Research indicates that when properly implemented, targeted and individualized support in accordance with a student's Individualized Education Plan(IEP), results in greater student access to improving missing skills and improving the opportunity to reach standards, especially when provided by credentialed teachers who have a special education credential. To meet this need, the special education team will continue to provide specialized and targeted support to students through individualized and small group lessons. All students with an IEP will have access to this specialized academic instruction and other services as noted in their IEP to ensure equity and access to increase success, especially for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. Monarch River Academy will provide a rigorous special education program for students with an IEP which will result in increased participation and achievement on state and local assessments. The impact of this program will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.	\$636,924.00	No

Action #	Title	Description	Total Funds	Contributing
1.10	1.10 Professional development for staff	State and local assessment data, educational partner feedback, and other collected data indicate a need for professional development for our teachers, parents, and students in this unique model of a non classroom-based program. As identified in the metric section, there is a need for support in achievement as well as attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students. Monarch River Academy(MRA) will utilize contracted professional development and experts in the charter to provide professional development. Research indicates that when properly implemented, the first best instruction from well-trained staff results in students having greater access to improving missing skills and more opportunities to reach standards. MRA believes that providing coordination and implementation of professional development will lead to an increased sense of school connectedness and success among foster and homeless youth, English Learners, and low-income students. This professional development plan will provide several types of support and tailor to the needs of each teacher in the charter. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.	\$3,714.00	Yes
1.11	1.11 Supplemental academic support programs	State and local assessment data, educational partner feedback, and other collected data indicate a need for multiple supplemental academic support programs which included subscriptions and software that are needed to support and monitor the academic achievement, reading comprehension, and learning progress of struggling students. As identified in the metric section, there is a need for support in achievement as well as attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students. Monarch River Academy(MRA) will utilize various subscriptions and software to provide greater student access to improving missing skills and more opportunities to reach standards.	\$34,209.00	No

Action #	Title	Description	Total Funds	Contributing
		MRA believes in the coordination and implementation of Multiple Supplemental Academic Support Programs which will result in success among foster and homeless youth, English Learners, and low-income students. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
1.12	1.12 English Learner Progress and Achievement Support	State and local assessment data, educational partner feedback, and other collected data indicate a need for multiple services for dedicated and integrated English language development(ELD) support programs which include students enrolled in English learner(EL) virtual courses aligned with their needs based on data. As identified in the metric section, there is a need for support in EL coordination and facilitation of services to increase success as well as attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students. Monarch River Academy(MRA) will utilize credentialed and trained teachers to monitor and serve students by having a specific program that provides greater access to improving missing skills and more opportunities to reach standards. MRA believes in providing coordination and implementation of a specific program for English learners at all grade levels. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.	\$5,300.00	No

Action #	Title	Description	Total Funds	Contributing
1.13	1.13 Student Study Teams and Intervention Support	State and local assessment data, educational partner feedback, and other collected data indicate a need for additional support for our Low Income, Foster Youth, English Learner students, and homeless youth. As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects learning and academic achievement. Monarch River Academy will use a student study team to determine and provide a course of action for intervention which may include mental health as well as academic support to students, staff, and families to help reduce the achievement gap for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide a method of analysis and intervention for academic and social-emotional support by providing a team to provide differentiated learning, student-centered learning, individualized student needs, and the alignment of systems necessary for all students' academic, behavioral, and social success. These resources increase the accessibility to the number of resources that students, staff, and families have to support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. The implementation and coordination of a student study team will lead to intervention in a Multi-Tiered System of Support which will provide appropriately identified academic, social-emotional, and behavioral support for our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This action is expected to benefit all students who are struggling academically and will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing support in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness learning as measured by the most state and local assessment data, educational partner feedback, and other collected data.	\$24,356.00	Yes
1.14	1.14 Coordination of intervention, assessment,	Coordination of intervention, assessment, analysis, and achievement State and local assessment data, educational partner feedback, and other collected data indicate a need for additional support for our Low Income, Foster Youth, English Learner students, and homeless youth.	\$128,540.00	Yes

Action #	Title	Description	Total Funds	Contributing
	analysis, and achievement	As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects learning and academic achievement. Monarch River Academy will utilize regional coordinators and directors to coordinate all systems and data to determine and provide a course of action for intervention or enrichment as well as academic support to students, staff, and families to help reduce the achievement gap for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide a process and systems for charter leaders to analyze data and achievements necessary for all students' academic, behavioral, and social success. These leaders will increase the accessibility to the number of resources that students, staff, and families need in order to support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. This action is expected to benefit all students who are struggling academically and will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing support in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness with learning as measured by the most state and local assessment data, educational partner feedback, and other collected data.		
1.15	1.15 Academic achievement assessments, management platform, and support	State and local assessment data, educational partner feedback, and other collected data indicate a need for platforms that include assessments, assessment analysis, data analysis, interactive lesson design and application as well as a resource for courses. These web-based platforms and programs will provide additional support for our Low Income, Foster Youth, English Learner students, and homeless youth. As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects learning and academic achievement. Monarch River Academy will utilize directors, tech department, and professional development to coordinate all systems and data to determine and provide a course of action for intervention or enrichment as well as academic support to	\$64,195.00	No

Action #	Title	Description	Total Funds	Contributing
		students, staff, and families to help reduce the achievement gap for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide a process and systems for charter leaders to analyze data and the achievement necessary for all students' academic, behavioral, and social success. These platforms will increase the accessibility to the number of resources that students, staff, and families to support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. This action is expected to benefit all students who are struggling academically and will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing support in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness learning as measured by the most state and local assessment data, educational partner feedback, and other collected data.		
1.16	1.16 Coordination of services and supports for Students with 504s	State and local assessment data, educational partner feedback, and other collected data indicate a need for coordination of services and support for students with 504 plans which include students enrolled in virtual courses aligned with their needs based on data. As identified in the metric section, there is a need for support for 504 students and the coordination and facilitation of services to increase success as well as attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students. Monarch River Academy will utilize credentialed and trained teachers to monitor and serve students with a 504 by having a specific program that provides greater access to improving missing skills and more opportunities to reach standards. Monarch River Academy believes in providing coordination and implementation of a specific program for 504 students at all grade levels. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as	\$3,008.00	No

Action #	Title	Description	Total Funds	Contributing
		measured by state and local assessment data, educational partner feedback, and other collected data.		
1.17	1.17 Activities to promote family literacy including lending library support	State and local assessment data, educational partner feedback, and other collected data indicate a need for more literacy activities for families that promote literacy by having events at our lending library that will align with their needs based on data. As identified in the metric section, there is a need to support literacy development for all students by providing a plan that provides coordination and facilitation of services to increase literacy success as well as attendance rate, suspension rate, and behavior that affects learning and academic achievement of these students. Monarch River Academy(MRA) will utilize credentialed and trained teachers to present and provide support to students by having specific events that provide greater access to improving missing skills and more opportunities to reach standards through literacy development. MRA believes in providing coordination and implementation of a specific program for students and families at all grade levels. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.	\$75,306.50	No

Goal Analysis [2021-22]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

There are no substantive differences in the planned actions and the actual implementation of these actions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

The material difference between the actual expenditure and actual expenditures is minor with the expectation of family literacy which was diminished due to COVID-19 restrictions still in place.

An explanation of how effective the specific actions were in making progress toward the goal.

According to local indicators and survey results, MRA made positive progress towards all goals.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

In the coming year, there will be a weekly addition of social emotional learning lessons for students in grade TK-12 as requested by our educational partners.

A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.

Goals and Actions

Goal

Goal #	Description
2	Monarch River Academy will operate with strong parent and community involvement, including effective communication and opportunities for parent education. (Priorities Addressed: 3)

An explanation of why the LEA has developed this goal.

Based on state and local assessment data, stakeholder consultation, and other collected data the school identifies this Goal and subsequent Actions as priorities for the school. Goal 2 is a broad goal focused on improving performance across the wide range of metrics listed below. Opportunities for parents and our community to engage and communicate effectively need to continue to grow in order for students to reach their academic and social-emotional goals. Parents also need to be supported in their efforts to become informed and educated so that they can actively participate in the MRA community and promote educational success for their children.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Seek parent input & promote parental participation in programs for unduplicated students and students with exceptional needs	Full Implementation according to the Fall 2021 Dashboard	Full Implementation according to the Fall 2022 Dashboard			Full Implementation and Sustainability according to the Fall 2024 Dashboard
Maintain strong parent communication as measured by Beehively and Website platforms	According to local data, there were 60,828 page views of the school website.	This school year 2021-22, Facebook has reached 20,971 individuals and Instagram reached 621. Data from 08/16/21-04/25/22.			Increase parent communication as measured by page visits to the Beehively Website platform from prior year's data

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		Data from 04/2021-01/2021 shows that our website had 65,755 page views.			
Provide parent education opportunities	MRA provided multiple parent engagement opportunities throughout the 20-21 school year.	MRA provided multiple parent engagement opportunities throughout the 21-22 school year.			Provide parent education opportunities

Actions

Action #	Title	Description	Total Funds	Contributing
2.1	2.1 School and community events	State and local assessment data, educational partner feedback, and other collected data indicate a need for parent engagement for all students including our Low Income(LI), Foster Youth(FY), English Learner students(EL), and homeless youth(HY). As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students when parenting engagement and participation increase. Monarch River Academy(MRA) school will utilize teams of teachers led by the Director of Community Services and their regional coordinators to engage parents. MRA believes that providing coordination and implementation of school and community events will lead to an increased sense of school connectedness among unduplicated students. This plan will provide several types of parent engagement which includes newsletters, phone calls, monthly meetings, field trips, and other events. MRA also provides clubs for all students to join throughout the school year for students at all grade levels. Every teacher at MRA also holds an office hour every day to meet parents and engage in the educational process. The School Site Council meets three times a year and parents fill out a Title 1 survey	\$1,840.00	No

Action #	Title	Description	Total Funds	Contributing
		as well as an LCAP survey at least twice a year. The implementation and coordination of multiple systems are to engage students and parents which will lead to increased participation and academic achievement on state and local assessments for unduplicated students. Since its inception, this action has led to increased participation and achievement in local assessments. MRA parent engagement systems and programs are designed to meet the needs most associated with LI, FY, and EL students. However, since the action will benefit all students, it will be provided school-wide. We expect this action will continue to reduce the achievement gap through increased parent engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
2.2	2.2 Communication through multiple methods including website and newsletter	State and local assessment data, educational partner feedback, and other collected data indicate that unduplicated students are analyzed annually and stakeholders continue to rate school-to-home communication as a high priority for student success. Monarch River Academy(MRA) will utilize its extensive technology department and marketing department to weekly update all online platforms to make sure that parents and students are informed and have access to needed information. When parents are informed and engaged, students are more likely to be engaged in school and to participate in school programs and supports. MRA will continue to provide multiple methods of parent communication for parents including the school website, home letters, and a weekly electronic newsletter. These platforms will be used to facilitate school-to-parent communication which will lead to increased participation in school programs and support. Access and support with this communication and information will increase the success of students, staff, and families and support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. Access to technology and information improves academic performance and is a	\$76,860.00	Yes

Action #	Title	Description	Total Funds	Contributing
		key 21st Century skill. We expect this action will continue to reduce the achievement gap by providing tech support in the area of academic achievement as well as addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of this technology resources and support will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.		
2.3	2.3 Parent University	State and local assessment data, educational partner feedback, and other collected data indicate that high parent/guardian involvement results in increased student achievement. Specifically, in the independent-study homeschool model, the parent/guardian as learning coach role is critical to student progress towards the mastery of grade-level knowledge and skills. As identified in the metric section, there is a need for support in professional development and real-time academic support that will affect attendance rate, suspension rate, and behavior that affects the learning and academic achievement of these students. Monarch River Academy will utilize its teacher trainers, regional coordinators, and contracted providers to provide a menu of services and supports known as Parent University with the local county office led by the Director of Student Services. The school will increase parent participation and efficacy through training, support, materials, and supplies focused on academic achievement, utilizing formal and informal data collection and analysis to improve student outcomes, and development related to instructional techniques for English Learners, struggling students, Low Income and Foster youth for all staff. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		No

Action #	Title	Description	Total Funds	Contributing

Goal Analysis [2021-22]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

There are no substantive differences in the planned actions and the actual implementation of these actions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

There is no significant material differences between the budgeted expenditures and the estimated actual expenditures.

An explanation of how effective the specific actions were in making progress toward the goal.

According to local indicators and survey results, MRA made positive progress towards all goals.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

In the up-coming year, MRA will increase their in-person events as we partner with our authorizing districts and their parent university success with enrichment academy on-line through modeling and side-by-side (virtually) parent support.

A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.

Goals and Actions

Goal

Goal #	Description
3	Monarch River Academy will maintain a safe and positive school climate where all students are actively engaged in learning. (Priorities Addressed: 5,6)

An explanation of why the LEA has developed this goal.

Based on state and local assessment data, stakeholder consultation, and other collected data the school identifies this Goal and subsequent Actions as priorities for the school. Goal 3 is a broad goal focused on improving performance across the wide range of metrics listed below. Currently, 100% of students do not attend school on a daily basis. Students need to be actively engaged in school daily in order to become college and career-ready graduates. The number of students suspended and/or expelled needs to continue to decline in order to provide all students a safe and positive school climate conducive to learning.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Attendance rate	The attendance rate is at 99% according to local data.	98.06% (as of the last full Learning Period ending on 4/8/2022).			Maintain the school attendance rate at or above 95%.
Chronic Absenteeism rate	The Chronic Absenteeism rate remains less than 1% in 2020-21 according to local data.	The Chronic Absenteeism rate remains less than 1% in 2020-21 and 2021-22 according to local data.			Decrease Chronic Absenteeism rate from the prior year according to the California School Dashboard.
Suspension rate	There were 0 suspensions in 2020-21.	There were 0 suspensions in 2020-21 and 2021-22.			Decrease suspension rate from the prior year according to the California School Dashboard.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Expulsion rate	There were 0 expulsions in 2020-21.	There were 0 expulsions in 2020-21 and 2021-22.			Decrease expulsion rate from the prior year according to the California School Dashboard.
High school dropout rate	Local data shows 1 high school dropout in 2020.	There were 0 high school dropouts per CALPADS certification data.			Decrease number of high school dropouts from the prior year according to the Four Year Adjusted Cohort Outcome report in Dataquest.
Middle school dropout rate	Local data shows 1 middle school dropout in 2020.	According to CALPADS certification data there were 3 middle school dropouts in 2021-22.			Decrease number of middle school dropouts from the prior year according to the Four Year Adjusted Cohort Outcome report in Dataquest.
Sense of safety and school connectedness	76% of students reported feeling safe and connected at school according to a local survey.	100% of our students who surveyed feel safe and connected to Monarch River Academy according to a local survey.			The percentage of students who reported feeling safe at school is at or above 85%, according to the local survey.

Actions

Action #	Title	Description	Total Funds	Contributing
3.1	3.1 MTSS Program implementation and coordination	State and local assessment data, educational partner feedback, and other collected data indicate a need for additional support for our Low Income, Foster Youth, English Learner students, and homeless youth. As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects learning and academic achievement. Monarch River Academy will utilize outside services to provide mental health support and resources to students, staff, and families as well as an internal Social Emotional Learning Team to help reduce the achievement gap for Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This plan will provide social-emotional tools and support by providing a team to provide differentiated learning, student-centered learning, individualized student needs, and the alignment of systems necessary for all students' academic, behavioral, and social success. These resources increase the accessibility to the number of resources that students, staff, and families have to support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement. The implementation and coordination of the Multi-Tiered System of Support will provide appropriately identified academic, social-emotional, and behavioral support for our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. This action is expected to benefit all students who are struggling academically and will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing support in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness learning as measured by the most state and local assessment data, educational partner feedback, and other collected data.	\$40,673.00	Yes
3.2	3.2 Enrichment Coordination and Support	State and local assessment data, educational partner feedback, and other collected data indicate a need for enrichment resources and opportunities through an extensive enrichment ordering system and a lending library which will provide additional enrichment opportunities for our Low Income(LI), Foster Youth(FY), English Learner	\$293,440.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>students(EL), and homeless youth(HY). Monarch River Academy will utilize vendors and other services to provide enrichment activities, resources, and supplies to support students beyond their core program. All students will have access to these resources and activities especially Low Income, Foster Youth, English Learner students, and students experiencing homelessness to address equity and access to all courses and resources. This plan will provide training to parents and students as well as an on-boarding partnership to introduce new and returning students to the many vendors who provide enrichment services and products, as well as the lending library which is equipped with K-12 resources and is located in the Fresno area; however, a mobile van takes materials to parents when they order on-line. Teachers create a student-centered learning plan with individualized student needs identified. These systems along with team support increase the accessibility to the number of resources that students, staff, and families have to support the growth in the areas of attendance rates, suspension rates, and behavior that affects learning and academic achievement through enrichment opportunities. The implementation and coordination of the enrichment ordering systems, lending library, and the support team have been designed to meet the needs most associated with LI, FY, and EL students. However, since the action will benefit all students, it will be provided school-wide. We expect this action will continue to reduce the achievement gap by providing enrichment and addressing the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness. The impact of these enrichment systems will be measured by the most current state and local assessment data, educational partner feedback, and other collected data.</p>		
3.3	3.3 Coordination of school and community events	<p>State and local assessment data, educational partner feedback, and other collected data indicate a need for parent engagement for all students including our Low Income(LI), Foster Youth(FY), English Learner students(EL), and homeless youth(HY). As identified in the metric section, there is a need for support in attendance rate,</p>		Yes

Action #	Title	Description	Total Funds	Contributing
		<p>suspension rate, and behavior that affects the learning and academic achievement of these students when the parent engagement and participation increase. Monarch River Academy(MRA) will utilize teams of teachers led by the Director of Community Services and their regional coordinators to engage parents. MRA believes that providing coordination and implementation of school and community events will lead to an increased sense of school connectedness among unduplicated students. This plan will provide several types of parent engagement which include newsletters, phone calls, monthly meetings, field trips, and other events. MRA also provides clubs for all students to join throughout the school year for students at all grade levels. Every teacher at MRA also holds an office hour every day to meet parents and engage in the educational process. The school site council meets three times a year and parents fill out a Title 1 survey as well as an LCAP survey at least twice a year. The implementation and coordination of multiple systems are to engage students and parents which will lead to increased participation and academic achievement on state and local assessments for unduplicated students. Since its inception, this action has led to increased participation and achievement in local assessments. MRA parent engagement systems and programs are designed to meet the needs most associated with LI, FY, and EL students. However, since the action will benefit all students, it will be provided school-wide. We expect this action will continue to reduce the achievement gap through increased parent engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Low Income, Foster Youth, English Learner students, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.</p>		
3.4	3.4 Supplies and services for Homeless Youth	<p>State and local assessment data, educational partner feedback, and other collected data indicate a need for supplies and services to be provided to foster youth and students experiencing homelessness. As identified in the metric section, there is a need for support in attendance rate, suspension rate, and behavior that affects the</p>		No

Action #	Title	Description	Total Funds	Contributing
		learning and academic achievement of these students. Monarch River Academy(MRA) will utilize its transition teams with the local county office led by the Director of Student Services. MRA believes that providing coordination and implementation of supplies and services will lead to an increased sense of school connectedness among foster and homeless youth. This plan will provide several types of supplies, resources, and enrichment opportunities. The implementation and coordination of multiple support systems to meet the needs of homeless and foster youth. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
3.5	3.5 Increase student participation in clubs, leadership and academic programs	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities for clubs, leadership development, and other academic competitions as a high priority for student success. Monarch River Academy (MRA) believes that providing opportunities for students to develop leadership and collaboration skills through clubs, academic competitions, and events, will lead to an increased student engagement and an increase in academic achievement. MRA will provide a team of teachers led by the Director of Community Engagement to increase opportunities for students to participate in clubs, leadership development, and other academic competitions to develop confidence and leadership skills which will lead to increased participation and academic achievement in state and local assessments for unduplicated students. Since its inception, this action has led to increased participation and achievement in local assessments. The implementation and coordination of multiple support systems are to meet the needs of increased connectedness and school engagement. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior		

Action #	Title	Description	Total Funds	Contributing
		which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
3.6	3.6 Student transition program and supports	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities for students to be involved in a transition program that will create a sense of safety, connectedness, and college and career readiness is a key motivator for attendance resulting in higher academic achievement. Monarch River Academy (MRA) believes that providing opportunities for students to develop leadership and collaboration skills through a transition program will lead to increased student engagement and an increase in academic achievement. MRA will provide a team of trained educators led by the Director of Transition and Student Support to increase opportunities for students to participate in clubs, leadership development, and other academic competitions to develop confidence and leadership. Through partnership and collaboration, the team will provide a flexible and personalized learning experience with services in the post-secondary areas of education, employment, and independent living for all high school students including young adults with disabilities. MRA will provide transition programs and support that help prepare students to transition between middle school and high school and between high school and college or career as well as provide agency linkage opportunities to ensure success post-graduation. By preparing students for transitions through training and support, students will be more likely to engage in school. Since its inception, this action has led to increased participation and achievement in local assessments. The implementation and coordination of multiple support systems are to meet the needs of increased connectedness, school engagement, and college and career readiness. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and	\$59,765.00	Yes

Action #	Title	Description	Total Funds	Contributing
		local assessment data, educational partner feedback, and other collected data.		

Goal Analysis [2021-22]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

There are no substantive differences in the planned actions and the actual implementation of these actions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

There is a material difference between goal 3,3 and 3.4 due to COVID-19 restitutions and the support of a grant from the county office of education which supported MRA homeless and foster youth population.

An explanation of how effective the specific actions were in making progress toward the goal.

According to local metrics and survey results, MRA was effective and made positive progress towards their goals.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

In the up-coming school year, social emotional learning will be added to our MTSS tier system and imbedded into our local clubs and community events for all students including our Title 1 students school-wide.

A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.

Goals and Actions

Goal

Goal #	Description
4	Monarch River Academy will guide and prepare all students for college and career readiness. (Priorities Addressed: 4,7,5)

An explanation of why the LEA has developed this goal.

Based on state and local assessment data, educational partner consultation, and other collected data the school identifies this Goal and subsequent Actions as priorities for the school. Goal 4 is a broad goal focused on improving performance across the wide range of metrics listed below. Currently, 100% of our students are not prepared or approaching prepared as measured by the Dashboard's College and Career Indicator (CCI). Also, the school's graduation rate is below 100%.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
High school graduation rate	MRA did not have 12th graders during the 19-20 school year. 20-21 data will become the baseline.	As of 2021, according to the SARC, the graduation rate for MRA is 86.8%.			Increase high school graduation rate to meet or exceed state average.
CTE pathway completion rate	In 2020, 0 students completed a CTE pathway. We are building our CTE program to include a full pathway starting in the 2022-23 school year. 2023 data will become the baseline.	In 2021, 0 students completed a CTE pathway. We are building our CTE program to include a full pathway starting in the 2022-23 school year. 2023 data will become the baseline.			Increase the CTE pathway completion rate from the prior year's data.
A-G completion rate	MRA did not have 12th graders during the 19-20 school year.	The A-G completion rate for 2021 was at 16% (1 out of 6 students).			Increase the A-G completion rate from the prior year's data.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	20-21 data will become the baseline.				
Advanced Placement passage rate	In 2020, the percentage of students scoring 3 or higher on AP exams was 100%	For 2021, we had 3 students from MRA take AP tests, all were passed with a 3 or higher. MRA had 100% passing with 3 or higher.			Increase the AP pass rate from the prior year's data.
College and Career Indicator (CCI) Rate	MRA did not have 12th graders during the 19-20 school year. 20-21 data will become the baseline.	Data is not available from the state for 2021.			Increase the percentage of students who are prepared or approaching prepared according to the College and Career Indicator on the Dashboard.

Actions

Action #	Title	Description	Total Funds	Contributing
4.1	4.1 CTE pathway expansion	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities for students to be involved in an expanding CTE Pathways as well as A-G courses will ensure that unduplicated students are given the opportunity to complete A-G college requirements and be provided with academic support to ensure college and career readiness is a key motivator for attendance resulting in higher academic achievement. Monarch River Academy (MRA) believes that providing opportunities for expanded CTE and A-G courses will allow students to develop	\$37,022.00	Yes

Action #	Title	Description	Total Funds	Contributing
		leadership and collaboration skills that will lead to an increased student engagement and an increase in academic achievement as well as course completion for college and career readiness. Monarch River Academy will provide a team of trained high school support specialists and counselors led by the Highschool Director to increase opportunities for students to participate in CTE and A-G courses. Since its inception, this action has led to increased participation and achievement in CTE and A-G course and increased achievement on local assessments. The implementation and coordination of multiple support systems in CTE and A-G courses will lead to increased connectedness, school engagement, and college and career readiness. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
4.2	4.2 Secondary student success team	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities for students to be involved by providing a secondary student success team to improve outcomes for middle and high school students through support and progress monitoring. Our Low Income, Foster Youth, and English Learner middle and high school students have the opportunity for continued growth in several areas, including drop-out rates, graduation rates, AP pass rates, and meeting or exceeding standards using the CAASPP (formerly EAP) according to the most current state and local data. The secondary student success team will implement a program to ensure all students meet their academic goals, including, but not limited to weekly progress monitoring, the assignment of appropriate student support, and meeting with students and families. By providing the secondary student success team, Monarch River Academy believes there will be student improvement outcomes for middle and high school students, including course completion rates, graduation rates, and achievement state and local	\$113,197.00	Yes

Action #	Title	Description	Total Funds	Contributing
		assessments. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.		
4.3	4.3 High School counseling support	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities to provide High school counseling support to students to ensure academic guidance and support for students to meet A-G requirements to ensure College and Career readiness by providing support and monitoring the academic achievement and learning progress of the Monarch River Academy's unduplicated students. Our Low Income, Foster Youth, and English Learner middle and high school students have the opportunity for continued growth in several areas, including drop-out rates, graduation rates, AP pass rates, and meeting or exceeding standards using the CAASPP (formerly EAP) according to the most current state and local data. The counseling team will implement a program to ensure all students meet their academic goals, including meeting with students and families. By providing the counseling team, Monarch River Academy believes student outcomes for middle and high school students, including course completion rates, graduation rates, and achievement state and local assessments will improve. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.	\$20,943.00	No

Action #	Title	Description	Total Funds	Contributing
4.4	Expand Dual Enrollment Opportunities	State and local assessment data, educational partner feedback, and other collected data indicate a need for increased opportunities for an expansion of dual enrollment options for high school students in a high priority for student success. The high school success team, directors, and counseling team will plan and collaborate to support students to meet A-G requirements to ensure College and Career readiness by providing dual enrollment opportunities in order to increase the academic achievement and learning progress of the Monarch River Academy's unduplicated students. Our Low Income, Foster Youth, and English Learner middle and high school students have the opportunity for continued growth in dual enrollment options and meeting or exceeding standards using the CAASPP (formerly EAP) according to the most current state and local data. The high school support team will implement a program to ensure all students meet their academic goals and expansion of dual enrollment as needed when they meet with students and families. By providing the expanded dual enrollment opportunities, Monarch River Academy believes student outcomes for middle and high school students, including course completion rates, graduation rates, and achievement state and local assessments will improve. We expect this action will continue to reduce the achievement gap through increased student support and engagement which will result in more success in the areas of attendance rates, suspension rates, and the behavior which affects our Foster Youth, and students experiencing homelessness as measured by state and local assessment data, educational partner feedback, and other collected data.	\$20,249.00	

Goal Analysis [2021-22]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

There are no substantive differences in the planned actions and the actual implementation of these actions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

There are no material differences between the budgeted and actual expenditures.

An explanation of how effective the specific actions were in making progress toward the goal.

According to local indicators and survey results, MRA made positive growth towards their goals.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

During the 2022-23 school year, a focus on increased enrollment in A-G courses will occur due to the A-G grant requirements.

A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.

Goals and Actions

Goal

Goal #	Description
5	

An explanation of why the LEA has developed this goal.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24

Actions

Action #	Title	Description	Total Funds	Contributing

Goal Analysis [2021-22]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

An explanation of how effective the specific actions were in making progress toward the goal.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

A report of the Total Estimated Actual Expenditures for last year’s actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year’s actions may be found in the Contributing Actions Annual Update Table.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [2022-23]

Projected LCFF Supplemental and/or Concentration Grants	Projected Additional LCFF Concentration Grant (15 percent)
790,651	

Required Percentage to Increase or Improve Services for the LCAP Year

Projected Percentage to Increase or Improve Services for the Coming School Year	LCFF Carryover — Percentage	LCFF Carryover — Dollar	Total Percentage to Increase or Improve Services for the Coming School Year
8.35%	0.00	\$0.00	8.35%

The Budgeted Expenditures for Actions identified as Contributing may be found in the Contributing Actions Table.

Required Descriptions

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

Using the calculation tool provided by the state, Monarch River Academy has calculated that it will receive \$588,630 in Supplemental and Concentration funding under the Local Control Funding Formula (LCFF). The details of the required justifications for how the school is increasing and improving services for the unduplicated student groups are contained in the Goals, Actions & Services section of this plan. The following improved actions and services are principally directed towards unduplicated pupils and funded using Supplemental & Concentration Funds:

Goal 1:

Regional Coordinators (Goal 1, Action 2)

Technology (Goal 1, Action 5)

Technology Support (Goal 1, Action 6)

Speech Pathologist (Goal 1, Action 8)

Student Study Teams and Intervention Support (Goal 1, Action 13)

Coordination of Intervention, Assessment, Analysis, and Achievement (Goal 1, Action 14)

Goal 2:

Communication (Goal 2, Action 2)

Goal 3:

MTSS Program Implementation and Coordination (Goal 1, Action 3)

Student Transition Program and Crisis Support (Goal 3, Action 6)

Goal 4:

CTE Pathway Expansion (Goal 4, Action 1)

Secondary Student Success Progress Monitoring and Coordination (Goal 4, Action 2)

All actions and expenditures of funds marked as contributing to increased or improved services were developed focusing on the needs, conditions, or circumstances of our unduplicated population with further consideration of the actions design, content, method, and/or location that best meets the identified need. All actions were developed using careful analysis of data and input from our stakeholders. These contributing actions are principally directed toward our unduplicated student population to help MRA to be effective in meeting the school's LCAP goals and the identified needs of the unduplicated student groups. In the goals section of this plan, each action marked “yes” for contributing contains a detailed explanation of how that action serves the unduplicated student population by helping to close equity and performance gaps and meet the goals of our school. We incorporated the language required by 5 CCR Section 15496 into the description of each specific action’s language because each response is unique and specific to each contributing action in this plan. Our intention in doing this is to increase transparency for stakeholders when reading this plan so they can better understand the rationale behind each unique school-wide action. Many of these actions and services are being performed on a schoolwide basis in order to increase their overall efficiency and effectiveness.

A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.

Using the calculation tool provided by the state, our school has calculated that it will receive \$588,630 in Supplemental and/or Concentration funding under the Local Control Funding Formula (LCFF). The proportionality percentage to increase or improve services has been

calculated at 7.89%. Our LEA has demonstrated that it has met the 7.89% proportionality percentage by planning to expend all the supplemental and/or concertation funds on actions or services that help provide equity and access for the unduplicated student population as summarized in the prompt above and as explained in detail in each contributing action description within this plan.

A description of the plan for how the additional concentration grant add-on funding identified above will be used to increase the number of staff providing direct services to students at schools that have a high concentration (above 55 percent) of foster youth, English learners, and low-income students, as applicable.

Staff-to-student ratios by type of school and concentration of unduplicated students	Schools with a student concentration of 55 percent or less	Schools with a student concentration of greater than 55 percent
Staff-to-student ratio of classified staff providing direct services to students		
Staff-to-student ratio of certificated staff providing direct services to students		

2022-23 Total Expenditures Table

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$6,566,124.00	\$1,406,244.00		\$991,643.50	\$8,964,011.50	\$4,791,549.00	\$4,172,462.50

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1.1	1.1 Qualified Staff, including appropriately credentialed teachers	All	\$2,632,142.00	\$694,767.00		\$447,768.00	\$3,774,677.00
1	1.2	1.2 Regional Coordinators	English Learners Foster Youth Low Income	\$466,707.00				\$466,707.00
1	1.3	1.3 Electives and Enrichment opportunities	All	\$863,156.00			\$95,516.00	\$958,672.00
1	1.4	1.4 Texts, instructional materials and supplies	All	\$1,853,053.00	\$15,113.00			\$1,868,166.00
1	1.5	1.5 Technology, including devices and equipment for learning	English Learners Foster Youth Low Income	\$11,753.00			\$11,878.00	\$23,631.00
1	1.6	1.6 Technology Support	English Learners Foster Youth Low Income	\$8,230.00			\$65,130.00	\$73,360.00
1	1.7	1.7 Intervention Teachers	Title I				\$96,226.00	\$96,226.00
1	1.8	1.8 Supplemental School Psychologist	English Learners Foster Youth Low Income	\$63,031.00				\$63,031.00
1	1.9	1.9 Special Education Services	Students with Disabilities	\$325.00	\$636,599.00			\$636,924.00
1	1.10	1.10 Professional development for staff	English Learners Foster Youth				\$3,714.00	\$3,714.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
			Low Income					
1	1.11	1.11 Supplemental academic support programs	Title I Eligible Students	\$14,118.00			\$20,091.00	\$34,209.00
1	1.12	1.12 English Learner Progress and Achievement Support	English Learners	\$5,300.00				\$5,300.00
1	1.13	1.13 Student Study Teams and Intervention Support	English Learners Foster Youth Low Income	\$24,356.00				\$24,356.00
1	1.14	1.14 Coordination of intervention, assessment, analysis, and achievement	English Learners Foster Youth Low Income	\$88,923.00			\$39,617.00	\$128,540.00
1	1.15	1.15 Academic achievement assessments, management platform, and support	All	\$7,100.00			\$57,095.00	\$64,195.00
1	1.16	1.16 Coordination of services and supports for Students with 504s	Students with 504s	\$3,008.00				\$3,008.00
1	1.17	1.17 Activities to promote family literacy including lending library support	Title I Eligible Students				\$75,306.50	\$75,306.50
2	2.1	2.1 School and community events	Title I Eligible students	\$1,840.00				\$1,840.00
2	2.2	2.2 Communication through multiple methods including website and newsletter	English Learners Foster Youth Low Income	\$11,730.00			\$65,130.00	\$76,860.00
2	2.3	2.3 Parent University	Title I Eligible Students					

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
3	3.1	3.1 MTSS Program implementation and coordination	English Learners Foster Youth Low Income	\$40,673.00				\$40,673.00
3	3.2	3.2 Enrichment Coordination and Support	All	\$293,440.00				\$293,440.00
3	3.3	3.3 Coordination of school and community events	English Learners Foster Youth Low Income					
3	3.4	3.4 Supplies and services for Homeless Youth	Homeless and Foster Youth					
3	3.5	3.5 Increase student participation in clubs, leadership and academic programs						
3	3.6	3.6 Student transition program and supports	English Learners Foster Youth Low Income		\$59,765.00			\$59,765.00
4	4.1	4.1 CTE pathway expansion	English Learners Foster Youth Low Income	\$22,850.00			\$14,172.00	\$37,022.00
4	4.2	4.2 Secondary student success team	English Learners Foster Youth Low Income	\$113,197.00				\$113,197.00
4	4.3	4.3 High School counseling support	All	\$20,943.00				\$20,943.00
4	4.4	Expand Dual Enrollment Opportunities		\$20,249.00				\$20,249.00

2022-23 Contributing Actions Table

1. Projected LCFF Base Grant	2. Projected LCFF Supplemental and/or Concentration Grants	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)	4. Total Planned Contributing Expenditures (LCFF Funds)	5. Total Planned Percentage of Improved Services (%)	Planned Percentage to Increase or Improve Services for the Coming School Year (4 divided by 1, plus 5)	Totals by Type	Total LCFF Funds
9,464,344	790,651	8.35%	0.00	8.35%	\$384,743.00	0.00%	4.07%	Total:	\$384,743.00
								LEA-wide Total:	\$0.00
								Limited Total:	\$0.00
								Schoolwide Total:	\$384,743.00

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
1	1.2	1.2 Regional Coordinators			English Learners Foster Youth Low Income	All Schools	\$466,707.00	
1	1.5	1.5 Technology, including devices and equipment for learning	Yes	Schoolwide	English Learners Foster Youth Low Income		\$11,753.00	
1	1.6	1.6 Technology Support	Yes	Schoolwide	English Learners Foster Youth Low Income		\$8,230.00	
1	1.8	1.8 Supplemental School Psychologist	Yes	Schoolwide	English Learners Foster Youth Low Income		\$63,031.00	
1	1.10	1.10 Professional development for staff	Yes	Schoolwide	English Learners Foster Youth Low Income			
1	1.13	1.13 Student Study Teams and Intervention Support	Yes	Schoolwide	English Learners Foster Youth Low Income		\$24,356.00	

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
1	1.14	1.14 Coordination of intervention, assessment, analysis, and achievement	Yes	Schoolwide	English Learners Foster Youth Low Income		\$88,923.00	
2	2.2	2.2 Communication through multiple methods including website and newsletter	Yes	Schoolwide	English Learners Foster Youth Low Income		\$11,730.00	
3	3.1	3.1 MTSS Program implementation and coordination	Yes	Schoolwide	English Learners Foster Youth Low Income	All Schools	\$40,673.00	
3	3.3	3.3 Coordination of school and community events	Yes	Schoolwide	English Learners Foster Youth Low Income			
3	3.6	3.6 Student transition program and supports	Yes	Schoolwide	English Learners Foster Youth Low Income			
4	4.1	4.1 CTE pathway expansion	Yes	Schoolwide	English Learners Foster Youth Low Income		\$22,850.00	
4	4.2	4.2 Secondary student success team	Yes	Schoolwide	English Learners Foster Youth Low Income		\$113,197.00	

2021-22 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$8,888,705.00	\$11,408,808.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.1	1.1 Qualified Staff, including appropriately credentialed teachers	No	3,774,677	6,106,100
1	1.2	1.2 Regional Coordinators		466,707	257,817
1	1.3	1.3 Electives and Enrichment opportunities	No	958,672	1,022,530
1	1.4	1.4 Texts, instructional materials and supplies	No	1,868,166	2,474,594
1	1.5	1.5 Technology, including devices and equipment for learning	Yes	23,631	137,593
1	1.6	1.6 Technology Support	Yes	73,360	65,754
1	1.7	1.7 Intervention Teachers	No	96,226	51,678
1	1.8	1.8 Supplemental School Psychologist	Yes	63,031	34,452
1	1.9	1.9 Special Education Services	No	636,924	632,500
1	1.10	1.10 Professional development for staff	Yes	3,714	14,412

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.11	1.11 Supplemental academic support programs	No	34,209	30,000
1	1.12	1.12 English Learner Progress and Achievement Support	No	5,300	5,742
1	1.13	1.13 Student Study Teams and Intervention Support	Yes	24,356	5,742
1	1.14	1.14 Coordination of intervention, assessment, analysis, and achievement	Yes	128,540	112,433
1	1.15	1.15 Academic achievement assessments, management platform, and support	No	64,195	22,230
1	1.16	1.16 Coordination of services and supports for Students with 504s	No	3,008	2,871
1	1.17	1.17 Activities to promote family literacy including lending library support	No		75,307
2	2.1	2.1 School and community events	No	1,840	2,000
2	2.2	2.2 Communication through multiple methods including website and newsletter	Yes	76,860	30,000
2	2.3	2.3 Parent University	No		14,355
3	3.1	3.1 MTSS Program implementation and coordination	Yes	40,673	56,033
3	3.2	3.2 Enrichment Coordination and Support	No	293,440	57,420
3	3.3	3.3 Coordination of school and community events	Yes		4,307

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
3	3.4	3.4 Supplies and services for Homeless Youth	No		1,000
3	3.5	3.5 Increase student participation in clubs, leadership and academic programs	No		5,000
3	3.6	3.6 Student transition program and supports	Yes	59,765	112,722
4	4.1	4.1 CTE pathway expansion	Yes	37,022	14,786
4	4.2	4.2 Secondary student success team	Yes	113,197	40,768
4	4.3	4.3 High School counseling support	No	20,943	18,662
4	4.4	Expand Dual Enrollment Opportunities		20,249	

2021-22 Contributing Actions Annual Update Table

6. Estimated LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	4. Total Planned Contributing Expenditures (LCFF Funds)	7. Total Estimated Expenditures for Contributing Actions (LCFF Funds)	Difference Between Planned and Estimated Expenditures for Contributing Actions (Subtract 7 from 4)	5. Total Planned Percentage of Improved Services (%)	8. Total Estimated Percentage of Improved Services (%)	Difference Between Planned and Estimated Percentage of Improved Services (Subtract 5 from 8)
	\$629,001.26	\$0.00	\$0.00	0.00%	0.00%	0.00%

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
1	1.5	1.5 Technology, including devices and equipment for learning	Yes	\$137,592.52			
1	1.6	1.6 Technology Support	Yes	\$65,754.00			
1	1.8	1.8 Supplemental School Psychologist	Yes	\$34,452.00			
1	1.10	1.10 Professional development for staff	Yes	\$14,412.42			
1	1.13	1.13 Student Study Teams and Intervention Support	Yes	\$5,742.00			
1	1.14	1.14 Coordination of intervention, assessment, analysis, and achievement	Yes	\$112,432.88			
2	2.2	2.2 Communication through multiple methods including website and newsletter	Yes	\$30,000.00			
3	3.1	3.1 MTSS Program implementation and coordination	Yes	\$56,032.66			
3	3.3	3.3 Coordination of school and community events	Yes	\$4,307.00			
3	3.6	3.6 Student transition program and supports	Yes	\$112,721.78			

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
4	4.1	4.1 CTE pathway expansion	Yes	\$14,786.00			
4	4.2	4.2 Secondary student success team	Yes	\$40,768.00			

2021-22 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
		0.00	0.00%	\$0.00	0.00%	0.00%	\$0.00	0.00%

Instructions

[Plan Summary](#)

[Engaging Educational Partners](#)

[Goals and Actions](#)

[Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students](#)

For additional questions or technical assistance related to the completion of the Local Control and Accountability Plan (LCAP) template, please contact the local county office of education (COE), or the California Department of Education's (CDE's) Local Agency Systems Support Office, by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Introduction and Instructions

The Local Control Funding Formula (LCFF) requires local educational agencies (LEAs) to engage their local educational partners in an annual planning process to evaluate their progress within eight state priority areas encompassing all statutory metrics (COEs have 10 state priorities). LEAs document the results of this planning process in the LCAP using the template adopted by the State Board of Education.

The LCAP development process serves three distinct, but related functions:

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning (California *Education Code* [EC] Section 52064[e][1]). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. LEAs should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Engagement of Educational Partners:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful engagement (EC Section 52064[e][1]). Local educational partners possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because aspects of the LCAP template require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
 - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC Section 52064[b][4-6]).
 - Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC sections 52064[b][1] and [2]).
 - Annually reviewing and updating the LCAP to reflect progress toward the goals (EC Section 52064[b][7]).

The LCAP template, like each LEA’s final adopted LCAP, is a document, not a process. LEAs must use the template to memorialize the outcome of their LCAP development process, which should: (a) reflect comprehensive strategic planning (b) through meaningful engagement with educational partners that (c) meets legal requirements, as reflected in the final adopted LCAP. The sections included within the LCAP template do not and cannot reflect the full development process, just as the LCAP template itself is not intended as a tool for engaging educational partners.

If a county superintendent of schools has jurisdiction over a single school district, the county board of education and the governing board of the school district may adopt and file for review and approval a single LCAP consistent with the requirements in *EC* sections 52060, 52062, 52066, 52068, and 52070. The LCAP must clearly articulate to which entity’s budget (school district or county superintendent of schools) all budgeted and actual expenditures are aligned.

The revised LCAP template for the 2021–22, 2022–23, and 2023–24 school years reflects statutory changes made through Assembly Bill 1840 (Committee on Budget), Chapter 243, Statutes of 2018. These statutory changes enhance transparency regarding expenditures on actions included in the LCAP, including actions that contribute to meeting the requirement to increase or improve services for foster youth, English learners, and low-income students, and to streamline the information presented within the LCAP to make adopted LCAPs more accessible for educational partners and the public.

At its most basic, the adopted LCAP should attempt to distill not just what the LEA is doing for students in transitional kindergarten through grade twelve (TK–12), but also allow educational partners to understand why, and whether those strategies are leading to improved opportunities and outcomes for students. LEAs are strongly encouraged to use language and a level of detail in their adopted LCAPs intended to be meaningful and accessible for the LEA’s diverse educational partners and the broader public.

In developing and finalizing the LCAP for adoption, LEAs are encouraged to keep the following overarching frame at the forefront of the strategic planning and educational partner engagement functions:

Given present performance across the state priorities and on indicators in the California School Dashboard (Dashboard), how is the LEA using its budgetary resources to respond to TK–12 student and community needs, and address any performance gaps, including by meeting its obligation to increase or improve services for foster youth, English learners, and low-income students?

LEAs are encouraged to focus on a set of metrics and actions that the LEA believes, based on input gathered from educational partners, research, and experience, will have the biggest impact on behalf of its TK–12 students.

These instructions address the requirements for each section of the LCAP, but may include information about effective practices when developing the LCAP and completing the LCAP itself. Additionally, information is included at the beginning of each section emphasizing the purpose that each section serves.

Plan Summary

Purpose

A well-developed Plan Summary section provides a meaningful context for the LCAP. This section provides information about an LEA's community as well as relevant information about student needs and performance. In order to provide a meaningful context for the rest of the LCAP, the content of this section should be clearly and meaningfully related to the content included in the subsequent sections of the LCAP.

Requirements and Instructions

General Information – Briefly describe the LEA, its schools, and its students in grades TK–12, as applicable to the LEA. For example, information about an LEA in terms of geography, enrollment, or employment, the number and size of specific schools, recent community challenges, and other such information as an LEA wishes to include can enable a reader to more fully understand an LEA's LCAP.

Reflections: Successes – Based on a review of performance on the state indicators and local performance indicators included in the Dashboard, progress toward LCAP goals, local self-assessment tools, input from educational partners, and any other information, what progress is the LEA most proud of and how does the LEA plan to maintain or build upon that success? This may include identifying specific examples of how past increases or improvements in services for foster youth, English learners, and low-income students have led to improved performance for these students.

Reflections: Identified Need – Referring to the Dashboard, identify: (a) any state indicator for which overall performance was in the “Red” or “Orange” performance category or any local indicator where the LEA received a “Not Met” or “Not Met for Two or More Years” rating AND (b) any state indicator for which performance for any student group was two or more performance levels below the “all student” performance. What steps is the LEA planning to take to address these areas of low performance and performance gaps? An LEA that is required to include a goal to address one or more consistently low-performing student groups or low-performing schools must identify that it is required to include this goal and must also identify the applicable student group(s) and/or school(s). Other needs may be identified using locally collected data including data collected to inform the self-reflection tools and reporting local indicators on the Dashboard.

LCAP Highlights – Identify and briefly summarize the key features of this year's LCAP.

Comprehensive Support and Improvement – An LEA with a school or schools identified for comprehensive support and improvement (CSI) under the Every Student Succeeds Act must respond to the following prompts:

- **Schools Identified:** Identify the schools within the LEA that have been identified for CSI.
- **Support for Identified Schools:** Describe how the LEA has or will support the identified schools in developing CSI plans that included a school-level needs assessment, evidence-based interventions, and the identification of any resource inequities to be addressed through the implementation of the CSI plan.
- **Monitoring and Evaluating Effectiveness:** Describe how the LEA will monitor and evaluate the implementation and effectiveness of the CSI plan to support student and school improvement.

Engaging Educational Partners

Purpose

Significant and purposeful engagement of parents, students, educators, and other educational partners, including those representing the student groups identified by LCFF, is critical to the development of the LCAP and the budget process. Consistent with statute, such engagement should support comprehensive strategic planning, accountability, and improvement across the state priorities and locally identified priorities (*EC* Section 52064[e][1]). Engagement of educational partners is an ongoing, annual process.

This section is designed to reflect how the engagement of educational partners influenced the decisions reflected in the adopted LCAP. The goal is to allow educational partners that participated in the LCAP development process and the broader public understand how the LEA engaged educational partners and the impact of that engagement. LEAs are encouraged to keep this goal in the forefront when completing this section.

Statute and regulations specify the educational partners that school districts and COEs must consult when developing the LCAP: teachers, principals, administrators, other school personnel, local bargaining units of the LEA, parents, and students. Before adopting the LCAP, school districts and COEs must share it with the Parent Advisory Committee and, if applicable, to its English Learner Parent Advisory Committee. The superintendent is required by statute to respond in writing to the comments received from these committees. School districts and COEs must also consult with the special education local plan area administrator(s) when developing the LCAP.

Statute requires charter schools to consult with teachers, principals, administrators, other school personnel, parents, and students in developing the LCAP. The LCAP should also be shared with, and LEAs should request input from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, student advisory groups, etc.), to facilitate alignment between schoolsite and district-level goals and actions.

Information and resources that support effective engagement, define student consultation, and provide the requirements for advisory group composition, can be found under Resources on the following web page of the CDE's website: <https://www.cde.ca.gov/re/lc/>.

Requirements and Instructions

Below is an excerpt from the 2018–19 *Guide for Annual Audits of K–12 Local Education Agencies and State Compliance Reporting*, which is provided to highlight the legal requirements for engagement of educational partners in the LCAP development process:

Local Control and Accountability Plan:

For county offices of education and school districts only, verify the LEA:

- a) Presented the local control and accountability plan to the parent advisory committee in accordance with Education Code section 52062(a)(1) or 52068(a)(1), as appropriate.
- b) If applicable, presented the local control and accountability plan to the English learner parent advisory committee, in accordance with Education Code section 52062(a)(2) or 52068(a)(2), as appropriate.

- c) Notified members of the public of the opportunity to submit comments regarding specific actions and expenditures proposed to be included in the local control and accountability plan in accordance with Education Code section 52062(a)(3) or 52068(a)(3), as appropriate.
- d) Held at least one public hearing in accordance with Education Code section 52062(b)(1) or 52068(b)(1), as appropriate.
- e) Adopted the local control and accountability plan in a public meeting in accordance with Education Code section 52062(b)(2) or 52068(b)(2), as appropriate.

Prompt 1: “A summary of the process used to engage educational partners and how this engagement was considered before finalizing the LCAP.”

Describe the engagement process used by the LEA to involve educational partners in the development of the LCAP, including, at a minimum, describing how the LEA met its obligation to consult with all statutorily required educational partners as applicable to the type of LEA. A sufficient response to this prompt must include general information about the timeline of the process and meetings or other engagement strategies with educational partners. A response may also include information about an LEA’s philosophical approach to engaging its educational partners.

Prompt 2: “A summary of the feedback provided by specific educational partners.”

Describe and summarize the feedback provided by specific educational partners. A sufficient response to this prompt will indicate ideas, trends, or inputs that emerged from an analysis of the feedback received from educational partners.

Prompt 3: “A description of the aspects of the LCAP that were influenced by specific input from educational partners.”

A sufficient response to this prompt will provide educational partners and the public with clear, specific information about how the engagement process influenced the development of the LCAP. The response must describe aspects of the LCAP that were influenced by or developed in response to the educational partner feedback described in response to Prompt 2. This may include a description of how the LEA prioritized requests of educational partners within the context of the budgetary resources available or otherwise prioritized areas of focus within the LCAP. For the purposes of this prompt, “aspects” of an LCAP that may have been influenced by educational partner input can include, but are not necessarily limited to:

- Inclusion of a goal or decision to pursue a Focus Goal (as described below)
- Inclusion of metrics other than the statutorily required metrics
- Determination of the desired outcome on one or more metrics
- Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
- Inclusion of action(s) or a group of actions
- Elimination of action(s) or group of actions
- Changes to the level of proposed expenditures for one or more actions

- Inclusion of action(s) as contributing to increased or improved services for unduplicated services
- Determination of effectiveness of the specific actions to achieve the goal
- Determination of material differences in expenditures
- Determination of changes made to a goal for the ensuing LCAP year based on the annual update process
- Determination of challenges or successes in the implementation of actions

Goals and Actions

Purpose

Well-developed goals will clearly communicate to educational partners what the LEA plans to accomplish, what the LEA plans to do in order to accomplish the goal, and how the LEA will know when it has accomplished the goal. A goal statement, associated metrics and expected outcomes, and the actions included in the goal should be in alignment. The explanation for why the LEA included a goal is an opportunity for LEAs to clearly communicate to educational partners and the public why, among the various strengths and areas for improvement highlighted by performance data and strategies and actions that could be pursued, the LEA decided to pursue this goal, and the related metrics, expected outcomes, actions, and expenditures.

A well-developed goal can be focused on the performance relative to a metric or metrics for all students, a specific student group(s), narrowing performance gaps, or implementing programs or strategies expected to impact outcomes. LEAs should assess the performance of their student groups when developing goals and the related actions to achieve such goals.

Requirements and Instructions

LEAs should prioritize the goals, specific actions, and related expenditures included within the LCAP within one or more state priorities. LEAs should consider performance on the state and local indicators, including their locally collected and reported data for the local indicators that are included in the Dashboard in determining whether and how to prioritize its goals within the LCAP.

In order to support prioritization of goals, the LCAP template provides LEAs with the option of developing three different kinds of goals:

- **Focus Goal:** A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
- **Broad Goal:** A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.
- **Maintenance of Progress Goal:** A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

At a minimum, the LCAP must address all LCFF priorities and associated metrics.

Focus Goal(s)

Goal Description: The description provided for a Focus Goal must be specific, measurable, and time bound. An LEA develops a Focus Goal to address areas of need that may require or benefit from a more specific and data intensive approach. The Focus Goal can explicitly reference the metric(s) by which achievement of the goal will be measured and the time frame according to which the LEA expects to achieve the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA has chosen to prioritize this goal. An explanation must be based on Dashboard data or other locally collected data. LEAs must describe how the LEA identified this goal for focused attention, including relevant consultation with educational partners. LEAs are encouraged to promote transparency and understanding around the decision to pursue a focus goal.

Broad Goal

Goal Description: Describe what the LEA plans to achieve through the actions included in the goal. The description of a broad goal will be clearly aligned with the expected measurable outcomes included for the goal. The goal description organizes the actions and expected outcomes in a cohesive and consistent manner. A goal description is specific enough to be measurable in either quantitative or qualitative terms. A broad goal is not as specific as a focus goal. While it is specific enough to be measurable, there are many different metrics for measuring progress toward the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA developed this goal and how the actions and metrics grouped together will help achieve the goal.

Maintenance of Progress Goal

Goal Description: Describe how the LEA intends to maintain the progress made in the LCFF State Priorities not addressed by the other goals in the LCAP. Use this type of goal to address the state priorities and applicable metrics not addressed within the other goals in the LCAP. The state priorities and metrics to be addressed in this section are those for which the LEA, in consultation with educational partners, has determined to maintain actions and monitor progress while focusing implementation efforts on the actions covered by other goals in the LCAP.

Explanation of why the LEA has developed this goal: Explain how the actions will sustain the progress exemplified by the related metrics.

Required Goals

In general, LEAs have flexibility in determining what goals to include in the LCAP and what those goals will address; however, beginning with the development of the 2022–23 LCAP, LEAs that meet certain criteria are required to include a specific goal in their LCAP.

Consistently low-performing student group(s) criteria: An LEA is eligible for Differentiated Assistance for three or more consecutive years based on the performance of the same student group or groups in the Dashboard. A list of the LEAs required to include a goal in the LCAP based on student group performance, and the student group(s) that lead to identification, may be found on the CDE's Local Control Funding Formula web page at <https://www.cde.ca.gov/fg/aa/lc/>.

- **Consistently low-performing student group(s) goal requirement:** An LEA meeting the consistently low-performing student group(s) criteria must include a goal in its LCAP focused on improving the performance of the student group or groups that led to the LEA's eligibility for Differentiated

Assistance. This goal must include metrics, outcomes, actions, and expenditures specific to addressing the needs of, and improving outcomes for, this student group or groups. An LEA required to address multiple student groups is not required to have a goal to address each student group; however, each student group must be specifically addressed in the goal. This requirement may not be met by combining this required goal with another goal.

- **Goal Description:** Describe the outcomes the LEA plans to achieve to address the needs of, and improve outcomes for, the student group or groups that led to the LEA's eligibility for Differentiated Assistance.
- **Explanation of why the LEA has developed this goal:** Explain why the LEA is required to develop this goal, including identifying the student group(s) that lead to the LEA being required to develop this goal, how the actions and associated metrics included in this goal differ from previous efforts to improve outcomes for the student group(s), and why the LEA believes the actions, metrics, and expenditures included in this goal will help achieve the outcomes identified in the goal description.

Low-performing school(s) criteria: The following criteria only applies to a school district or COE with two or more schools; it does not apply to a single-school district. A school district or COE has one or more schools that, for two consecutive years, received the two lowest performance levels on all but one of the state indicators for which the school(s) receive performance levels in the Dashboard and the performance of the "All Students" student group for the LEA is at least one performance level higher in all of those indicators. A list of the LEAs required to include a goal in the LCAP based on school performance, and the school(s) that lead to identification, may be found on the CDE's Local Control Funding Formula web page at <https://www.cde.ca.gov/fg/aa/lc/>.

- **Low-performing school(s) goal requirement:** A school district or COE meeting the low-performing school(s) criteria must include a goal in its LCAP focusing on addressing the disparities in performance between the school(s) and the LEA as a whole. This goal must include metrics, outcomes, actions, and expenditures specific to addressing the needs of, and improving outcomes for, the students enrolled at the low-performing school or schools. An LEA required to address multiple schools is not required to have a goal to address each school; however, each school must be specifically addressed in the goal. This requirement may not be met by combining this goal with another goal.
- **Goal Description:** Describe what outcomes the LEA plans to achieve to address the disparities in performance between the students enrolled at the low-performing school(s) and the students enrolled at the LEA as a whole.
- **Explanation of why the LEA has developed this goal:** Explain why the LEA is required to develop this goal, including identifying the schools(s) that lead to the LEA being required to develop this goal; how the actions and associated metrics included in this goal differ from previous efforts to improve outcomes for the school(s); and why the LEA believes the actions, metrics, and expenditures included in this goal will help achieve the outcomes for students enrolled at the low-performing school or schools identified in the goal description.

Measuring and Reporting Results:

For each LCAP year, identify the metric(s) that the LEA will use to track progress toward the expected outcomes. LEAs are encouraged to identify metrics for specific student groups, as appropriate, including expected outcomes that would reflect narrowing of any existing performance gaps.

Include in the baseline column the most recent data associated with this metric available at the time of adoption of the LCAP for the first year of the three-year plan. LEAs may use data as reported on the 2019 Dashboard for the baseline of a metric only if that data represents the most recent available (e.g., high school graduation rate).

Using the most recent data available may involve reviewing data the LEA is preparing for submission to the California Longitudinal Pupil Achievement Data System (CALPADS) or data that the LEA has recently submitted to CALPADS. Because final 2020–21 outcomes on some metrics may not be computable at the time the 2021–24 LCAP is adopted (e.g., graduation rate, suspension rate), the most recent data available may include a point in time calculation taken each year on the same date for comparability purposes.

The baseline data shall remain unchanged throughout the three-year LCAP.

Complete the table as follows:

- **Metric:** Indicate how progress is being measured using a metric.
- **Baseline:** Enter the baseline when completing the LCAP for 2021–22. As described above, the baseline is the most recent data associated with a metric. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 1 Outcome:** When completing the LCAP for 2022–23, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 2 Outcome:** When completing the LCAP for 2023–24, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 3 Outcome:** When completing the LCAP for 2024–25, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above. The 2024–25 LCAP will be the first year in the next three-year cycle. Completing this column will be part of the Annual Update for that year.
- **Desired Outcome for 2023–24:** When completing the first year of the LCAP, enter the desired outcome for the relevant metric the LEA expects to achieve by the end of the 2023–24 LCAP year.

Timeline for completing the “**Measuring and Reporting Results**” part of the Goal.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023–24)
Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2022–23 . Leave blank until then.	Enter information in this box when completing the LCAP for 2023–24 . Leave blank until then.	Enter information in this box when completing the LCAP for 2024–25 . Leave blank until then.	Enter information in this box when completing the LCAP for 2021–22 or when adding a new metric.

The metrics may be quantitative or qualitative; but at minimum, an LEA’s LCAP must include goals that are measured using all of the applicable metrics for the related state priorities, in each LCAP year as applicable to the type of LEA. To the extent a state priority does not specify one or more metrics (e.g., implementation of state academic content and performance standards), the LEA must identify a metric to use within the LCAP. For these state priorities, LEAs are encouraged to use metrics based on or reported through the relevant self-reflection tool for local indicators within the Dashboard.

Actions: Enter the action number. Provide a short title for the action. This title will also appear in the action tables. Provide a description of the action. Enter the total amount of expenditures associated with this action. Budgeted expenditures from specific fund sources will be provided in the summary tables. Indicate whether the action contributes to meeting the increase or improved services requirement as described in the Increased or Improved Services section using a “Y” for Yes or an “N” for No. (**Note:** for each such action offered on an LEA-wide or schoolwide basis, the LEA will need to provide additional information in the Increased or Improved Summary Section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496(b) in the Increased or Improved Services Section of the LCAP).

Actions for English Learners: School districts, COEs, and charter schools that have a numerically significant English learner student subgroup must include specific actions in the LCAP related to, at a minimum, the language acquisition programs, as defined in *EC* Section 306, provided to students and professional development activities specific to English learners.

Actions for Foster Youth: School districts, COEs, and charter schools that have a numerically significant Foster Youth student subgroup are encouraged to include specific actions in the LCAP designed to meet needs specific to Foster Youth students.

Goal Analysis:

Enter the LCAP Year.

Using actual annual measurable outcome data, including data from the Dashboard, analyze whether the planned actions were effective in achieving the goal. Respond to the prompts as instructed.

- Describe the overall implementation of the actions to achieve the articulated goal. Include a discussion of relevant challenges and successes experienced with the implementation process. This must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.
- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures and between the Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services, as applicable. Minor variances in expenditures or percentages do not need to be addressed, and a dollar-for-dollar accounting is not required.
- Describe the effectiveness of the specific actions to achieve the articulated goal as measured by the LEA. In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal. When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for educational partners. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students

Purpose

A well-written Increased or Improved Services section provides educational partners with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improve services for its unduplicated students in grades TK–12 as compared to all students in grades TK–12, as applicable, and how LEA-wide or schoolwide actions identified for this purpose meet regulatory requirements. Descriptions provided should include sufficient detail yet be sufficiently succinct to promote a broader understanding of educational partners to facilitate their ability to provide input. An LEA's description in this section must align with the actions included in the Goals and Actions section as contributing.

Requirements and Instructions

Projected LCFF Supplemental and/or Concentration Grants: Specify the amount of LCFF supplemental and concentration grant funds the LEA estimates it will receive in the coming year based on the number and concentration of low income, foster youth, and English learner students.

Projected Additional LCFF Concentration Grant (15 percent): Specify the amount of additional LCFF concentration grant add-on funding, as described in EC Section 42238.02, that the LEA estimates it will receive in the coming year.

Projected Percentage to Increase or Improve Services for the Coming School Year: Specify the estimated percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year as calculated pursuant to 5 CCR Section 15496(a)(7).

LCFF Carryover — Percentage: Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).

LCFF Carryover — Dollar: Specify the LCFF Carryover — Dollar amount identified in the LCFF Carryover Table. If a carryover amount is not identified in the LCFF Carryover Table, specify an amount of zero (\$0).

Total Percentage to Increase or Improve Services for the Coming School Year: Add the Projected Percentage to Increase or Improve Services for the Coming School Year and the Proportional LCFF Required Carryover Percentage and specify the percentage. This is the LEAs percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year, as calculated pursuant to 5 CCR Section 15496(a)(7).

Required Descriptions:

For each action being provided to an entire school, or across the entire school district or COE, an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

For each action included in the Goals and Actions section as contributing to the increased or improved services requirement for unduplicated pupils and provided on an LEA-wide or schoolwide basis, the LEA must include an explanation consistent with 5 CCR Section 15496(b). For any such actions continued into the 2021–24 LCAP from the 2017–2020 LCAP, the LEA must determine whether or not the action was effective as expected, and this determination must reflect evidence of outcome data or actual implementation to date.

Principally Directed and Effective: An LEA demonstrates how an action is principally directed towards and effective in meeting the LEA's goals for unduplicated students when the LEA explains how:

- It considers the needs, conditions, or circumstances of its unduplicated pupils;
- The action, or aspect(s) of the action (including, for example, its design, content, methods, or location), is based on these considerations; and
- The action is intended to help achieve an expected measurable outcome of the associated goal.

As such, the response provided in this section may rely on a needs assessment of unduplicated students.

Conclusory statements that a service will help achieve an expected outcome for the goal, without an explicit connection or further explanation as to how, are not sufficient. Further, simply stating that an LEA has a high enrollment percentage of a specific student group or groups does not meet the increase or improve services standard because enrolling students is not the same as serving students.

For example, if an LEA determines that low-income students have a significantly lower attendance rate than the attendance rate for all students, it might justify LEA-wide or schoolwide actions to address this area of need in the following way:

After assessing the needs, conditions, and circumstances of our low-income students, we learned that the attendance rate of our low-income students is 7 percent lower than the attendance rate for all students. (Needs, Conditions, Circumstances [Principally Directed])

In order to address this condition of our low-income students, we will develop and implement a new attendance program that is designed to address some of the major causes of absenteeism, including lack of reliable transportation and food, as well as a school climate that does not emphasize the importance of attendance. Goal N, Actions X, Y, and Z provide additional transportation and nutritional resources as well as a districtwide educational campaign on the benefits of high attendance rates. (Contributing Action[s])

These actions are being provided on an LEA-wide basis and we expect/hope that all students with less than a 100 percent attendance rate will benefit. However, because of the significantly lower attendance rate of low-income students, and because the actions meet needs most associated with the chronic stresses and experiences of a socio-economically disadvantaged status, we expect that the attendance rate for our low-income students will increase significantly more than the average attendance rate of all other students. (Measurable Outcomes [Effective In])

COEs and Charter Schools: Describe how actions included as contributing to meeting the increased or improved services requirement on an LEA-wide basis are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above. In the case of COEs and charter schools, schoolwide and LEA-wide are considered to be synonymous.

For School Districts Only:

Actions Provided on an LEA-Wide Basis:

Unduplicated Percentage > 55 percent: For school districts with an unduplicated pupil percentage of 55 percent or more, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above.

Unduplicated Percentage < 55 percent: For school districts with an unduplicated pupil percentage of less than 55 percent, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities. Also describe how the actions **are the most effective use of the funds** to meet these goals for its unduplicated pupils. Provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

Actions Provided on a Schoolwide Basis:

School Districts must identify in the description those actions being funded and provided on a schoolwide basis, and include the required description supporting the use of the funds on a schoolwide basis.

For schools with 40 percent or more enrollment of unduplicated pupils: Describe how these actions are principally directed to and effective in meeting its goals for its unduplicated pupils in the state and any local priorities.

For school districts expending funds on a schoolwide basis at a school with less than 40 percent enrollment of unduplicated pupils: Describe how these actions are principally directed to and how the actions are the most effective use of the funds to meet its goals for foster youth, English learners, and low-income students in the state and any local priorities.

A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.

Consistent with the requirements of 5 CCR Section 15496, describe how services provided for unduplicated pupils are increased or improved by at least the percentage calculated as compared to the services provided for all students in the LCAP year. To improve services means to grow services in quality and to increase services means to grow services in quantity. Services are increased or improved by those actions in the LCAP that are included in the Goals and Actions section as contributing to the increased or improved services requirement, whether they are provided on an LEA-wide or schoolwide basis or provided on a limited basis to unduplicated students. A limited action is an action that only serves foster youth, English learners, and/or low-income students. This description must address how these action(s) are expected to result in the required proportional increase or improvement in services for unduplicated pupils as compared to the services the LEA provides to all students for the relevant LCAP year.

For any action contributing to meeting the increased or improved services requirement that is associated with a Planned Percentage of Improved Services in the Contributing Summary Table rather than an expenditure of LCFF funds, describe the methodology that was used to determine the contribution of the action towards the proportional percentage. See the instructions for determining the Planned Percentage of Improved Services for information on calculating the Percentage of Improved Services.

A description of the plan for how the additional concentration grant add-on funding identified above will be used to increase the number of staff providing direct services to students at schools that have a high concentration (above 55 percent) of foster youth, English learners, and low-income students, as applicable.

An LEA that receives the additional concentration grant add-on described in EC Section 42238.02 is required to demonstrate how it is using these funds to increase the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is greater than 55 percent as compared to the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is equal to or less than 55 percent. The staff who provide direct services to students must be certificated staff and/or classified staff employed by the LEA; classified staff includes custodial staff.

Provide the following descriptions, as applicable to the LEA:

An LEA that does not receive a concentration grant or the concentration grant add-on must indicate that a response to this prompt is not applicable.

Identify the goal and action numbers of the actions in the LCAP that the LEA is implementing to meet the requirement to increase the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is greater than 55 percent.

An LEA that does not have comparison schools from which to describe how it is using the concentration grant add-on funds, such as an LEA that only has schools with an enrollment of unduplicated students that is greater than 55 percent, must describe how it is using the funds to increase the number of credentialed staff, classified staff, or both, including custodial staff, who provide direct services to students at selected schools and the criteria used to determine which schools require additional staffing support.

In the event that an additional concentration grant add-on is not sufficient to increase staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent, the LEA must describe how it is using the funds to retain staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent.

Complete the table as follows:

- Provide the staff-to-student ratio of classified staff providing direct services to students with a concentration of unduplicated students that is 55 percent or less and the staff-to-student ratio of classified staff providing direct services to students at schools with a concentration of unduplicated students that is greater than 55 percent, as applicable to the LEA. The LEA may group its schools by grade span (Elementary, Middle/Junior High, and High Schools), as applicable to the LEA. The staff-to-student ratio must be based on the number of full time equivalent (FTE) staff and the number of enrolled students as counted on the first Wednesday in October of each year.
- Provide the staff-to-student ratio of certificated staff providing direct services to students at schools with a concentration of unduplicated students that is 55 percent or less and the staff-to-student ratio of certificated staff providing direct services to students at schools with a concentration of unduplicated students that is greater than 55 percent, as applicable to the LEA. The LEA may group its schools by grade span (Elementary, Middle/Junior High, and High Schools), as applicable to the LEA. The staff-to-student ratio must be based on the number of FTE staff and the number of enrolled students as counted on the first Wednesday in October of each year.

Action Tables

Complete the Data Entry Table for each action in the LCAP. The information entered into this table will automatically populate the other Action Tables. Information is only entered into the Data Entry Table, the Annual Update Table, the Contributing Actions Annual Update Table, and the LCFF Carryover Table. With the exception of the Data Entry Table, the word “input” has been added to column headers to aid in identifying the column(s) where information will be entered. Information is not entered on the remaining Action tables.

The following tables are required to be included as part of the LCAP adopted by the local governing board or governing body:

- Table 1: Total Planned Expenditures Table (for the coming LCAP Year)

- Table 2: Contributing Actions Table (for the coming LCAP Year)
- Table 3: Annual Update Table (for the current LCAP Year)
- Table 4: Contributing Actions Annual Update Table (for the current LCAP Year)
- Table 5: LCFF Carryover Table (for the current LCAP Year)

Note: The coming LCAP Year is the year that is being planned for, while the current LCAP year is the current year of implementation. For example, when developing the 2022–23 LCAP, 2022–23 will be the coming LCAP Year and 2021–22 will be the current LCAP Year.

Data Entry Table

The Data Entry Table may be included in the LCAP as adopted by the local governing board or governing body, but is not required to be included. In the Data Entry Table, input the following information for each action in the LCAP for that applicable LCAP year:

- **LCAP Year:** Identify the applicable LCAP Year.
- **1. Projected LCFF Base Grant:** Provide the total amount of LCFF funding the LEA estimates it will receive for the coming school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Grant Program and the Home to School Transportation Program, pursuant to 5 CCR Section 15496(a)(8).

See *EC* sections 2574 (for COEs) and 42238.02 (for school districts and charter schools), as applicable, for LCFF apportionment calculations.

- **2. Projected LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will receive on the basis of the number and concentration of unduplicated students for the coming school year.
- **3. Projected Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected LCFF Base Grant and the Projected LCFF Supplemental and/or Concentration Grants, pursuant to 5 CCR Section 15496(a)(8). This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the coming LCAP year.
- **LCFF Carryover — Percentage:** Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table from the prior LCAP year. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).
- **Total Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected Percentage to Increase or Improve Services for the Coming School Year and the LCFF Carryover —

Percentage. This is the percentage by which the LEA must increase or improve services for unduplicated pupils as compared to the services provided to all students in the coming LCAP year.

- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.
- **Action Title:** Provide a title of the action.
- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering "All," or by entering a specific student group or groups.
- **Contributing to Increased or Improved Services?:** Type "Yes" if the action **is** included as contributing to meeting the increased or improved services; OR, type "No" if the action is **not** included as contributing to meeting the increased or improved services.
- If "Yes" is entered into the Contributing column, then complete the following columns:
 - **Scope:** The scope of an action may be LEA-wide (i.e., districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.
 - **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
 - **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate "All Schools." If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must enter "Specific Schools" or "Specific Grade Spans." Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades transitional kindergarten through grade five), as appropriate.
- **Time Span:** Enter "ongoing" if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter "1 Year," or "2 Years," or "6 Months."
- **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
- **Total Non-Personnel:** This amount will be automatically calculated based on information provided in the Total Personnel column and the Total Funds column.

- **LCFF Funds:** Enter the total amount of LCFF funds utilized to implement this action, if any. LCFF funds include all funds that make up an LEA's total LCFF target (i.e., base grant, grade span adjustment, supplemental grant, concentration grant, Targeted Instructional Improvement Block Grant, and Home-To-School Transportation).
 - **Note:** For an action to contribute towards meeting the increased or improved services requirement it must include some measure of LCFF funding. The action may also include funding from other sources, however the extent to which an action contributes to meeting the increased or improved services requirement is based on the LCFF funding being used to implement the action.
- **Other State Funds:** Enter the total amount of Other State Funds utilized to implement this action, if any.
- **Local Funds:** Enter the total amount of Local Funds utilized to implement this action, if any.
- **Federal Funds:** Enter the total amount of Federal Funds utilized to implement this action, if any.
- **Total Funds:** This amount is automatically calculated based on amounts entered in the previous four columns.
- **Planned Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis to unduplicated students, and that does not have funding associated with the action, enter the planned quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%). A limited action is an action that only serves foster youth, English learners, and/or low-income students.
 - As noted in the instructions for the Increased or Improved Services section, when identifying a Planned Percentage of Improved Services, the LEA must describe the methodology that it used to determine the contribution of the action towards the proportional percentage. The percentage of improved services for an action corresponds to the amount of LCFF funding that the LEA estimates it would expend to implement the action if it were funded.

For example, an LEA determines that there is a need to analyze data to ensure that instructional aides and expanded learning providers know what targeted supports to provide to students who are foster youth. The LEA could implement this action by hiring additional staff to collect and analyze data and to coordinate supports for students, which the LEA estimates would cost \$165,000. Instead, the LEA chooses to utilize a portion of existing staff time to analyze data relating to students who are foster youth. This analysis will then be shared with site principals who will use the data to coordinate services provided by instructional assistants and expanded learning providers to target support to students. In this example, the LEA would divide the estimated cost of \$165,000 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Planned Percentage of Improved Service for the action.

Contributing Actions Table

As noted above, information will not be entered in the Contributing Actions Table; however, the ‘Contributing to Increased or Improved Services?’ column will need to be checked to ensure that only actions with a “Yes” are displaying. If actions with a “No” are displayed or if actions that are contributing are not displaying in the column, use the drop-down menu in the column header to filter only the “Yes” responses.

Annual Update Table

In the Annual Update Table, provide the following information for each action in the LCAP for the relevant LCAP year:

- **Estimated Actual Expenditures:** Enter the total estimated actual expenditures to implement this action, if any.

Contributing Actions Annual Update Table

In the Contributing Actions Annual Update Table, check the ‘Contributing to Increased or Improved Services?’ column to ensure that only actions with a “Yes” are displaying. If actions with a “No” are displayed or if actions that are contributing are not displaying in the column, use the drop-down menu in the column header to filter only the “Yes” responses. Provide the following information for each contributing action in the LCAP for the relevant LCAP year:

- **6. Estimated Actual LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- **Estimated Actual Expenditures for Contributing Actions:** Enter the total estimated actual expenditure of LCFF funds used to implement this action, if any.
- **Estimated Actual Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis only to unduplicated students, and that does not have funding associated with the action, enter the total estimated actual quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%).
 - Building on the example provided above for calculating the Planned Percentage of Improved Services, the LEA in the example implements the action. As part of the annual update process, the LEA reviews implementation and student outcome data and determines that the action was implemented with fidelity and that outcomes for foster youth students improved. The LEA reviews the original estimated cost for the action and determines that had it hired additional staff to collect and analyze data and to coordinate supports for students that estimated actual cost would have been \$169,500 due to a cost of living adjustment. The LEA would divide the estimated actual cost of \$169,500 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Estimated Actual Percentage of Improved Services for the action.

LCFF Carryover Table

- **9. Estimated Actual LCFF Base Grant:** Provide the total amount of LCFF funding the LEA estimates it will receive for the current school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Grant Program and the Home to School Transportation Program, pursuant to 5 CCR Section 15496(a)(8).

- **10. Total Percentage to Increase or Improve Services for the Current School Year:** This percentage will not be entered. The percentage is calculated based on the amounts of the Estimated Actual LCFF Base Grant (9) and the Estimated Actual LCFF Supplemental and/or Concentration Grants (6), pursuant to 5 CCR Section 15496(a)(8), plus the LCFF Carryover – Percentage from the prior year. This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the current LCAP year.

Calculations in the Action Tables

To reduce the duplication of effort of LEAs, the Action Tables include functionality such as pre-population of fields and cells based on the information provided in the Data Entry Table, the Annual Update Summary Table, and the Contributing Actions Table. For transparency, the functionality and calculations used are provided below.

Contributing Actions Table

- 4. Total Planned Contributing Expenditures (LCFF Funds)
 - This amount is the total of the Planned Expenditures for Contributing Actions (LCFF Funds) column
- 5. Total Planned Percentage of Improved Services
 - This percentage is the total of the Planned Percentage of Improved Services column
- Planned Percentage to Increase or Improve Services for the coming school year (4 divided by 1, plus 5)
 - This percentage is calculated by dividing the Total Planned Contributing Expenditures (4) by the Projected LCFF Base Grant (1), converting the quotient to a percentage, and adding it to the Total Planned Percentage of Improved Services (5).

Contributing Actions Annual Update Table

Pursuant to *EC* Section 42238.07(c)(2), if the Total Planned Contributing Expenditures (4) is less than the Estimated Actual LCFF Supplemental and Concentration Grants (6), the LEA is required to calculate the difference between the Total Planned Percentage of Improved Services (5) and the Total Estimated Actual Percentage of Improved Services (7). If the Total Planned Contributing Expenditures (4) is equal to or greater than the Estimated Actual LCFF Supplemental and Concentration Grants (6), the Difference Between Planned and Estimated Actual Percentage of Improved Services will display “Not Required.”

- 6. Estimated Actual LCFF Supplemental and Concentration Grants
 - This is the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- 4. Total Planned Contributing Expenditures (LCFF Funds)
 - This amount is the total of the Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)

- 7. Total Estimated Actual Expenditures for Contributing Actions
 - This amount is the total of the Estimated Actual Expenditures for Contributing Actions (LCFF Funds)
- Difference Between Planned and Estimated Actual Expenditures for Contributing Actions (Subtract 7 from 4)
 - This amount is the Total Estimated Actual Expenditures for Contributing Actions (7) subtracted from the Total Planned Contributing Expenditures (4)
- 5. Total Planned Percentage of Improved Services (%)
 - This amount is the total of the Planned Percentage of Improved Services column
- 8. Total Estimated Actual Percentage of Improved Services (%)
 - This amount is the total of the Estimated Actual Percentage of Improved Services column
- Difference Between Planned and Estimated Actual Percentage of Improved Services (Subtract 5 from 8)
 - This amount is the Total Planned Percentage of Improved Services (5) subtracted from the Total Estimated Actual Percentage of Improved Services (8)

LCFF Carryover Table

- 10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)
 - This percentage is the Estimated Actual LCFF Supplemental and/or Concentration Grants (6) divided by the Estimated Actual LCFF Base Grant (9) plus the LCFF Carryover – Percentage from the prior year.
- 11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)
 - This percentage is the Total Estimated Actual Expenditures for Contributing Actions (7) divided by the LCFF Funding (9), then converting the quotient to a percentage and adding the Total Estimated Actual Percentage of Improved Services (8).
- 12. LCFF Carryover — Dollar Amount LCFF Carryover (Subtract 11 from 10 and multiply by 9)
 - If the Estimated Actual Percentage of Increased or Improved Services (11) is less than the Estimated Actual Percentage to Increase or Improve Services (10), the LEA is required to carry over LCFF funds.

The amount of LCFF funds is calculated by subtracting the Estimated Actual Percentage to Increase or Improve Services (11) from the Estimated Actual Percentage of Increased or Improved Services (10) and then multiplying by the Estimated Actual LCFF Base Grant (9). This amount is the amount of LCFF funds that is required to be carried over to the coming year.

- 13. LCFF Carryover — Percentage (12 divided by 9)
 - This percentage is the unmet portion of the Percentage to Increase or Improve Services that the LEA must carry over into the coming LCAP year. The percentage is calculated by dividing the LCFF Carryover (12) by the LCFF Funding (9).

California Department of Education
January 2022

Cover Sheet

Special Education (SPED) Services Report

Section:	III. Academic Excellence
Item:	B. SPED Services Report
Purpose:	Presentation & Potential Discussion (Informational)
Related Material:	

BACKGROUND:

- Dr. Steven James will present a report about the school's Special Education program.

Cover Sheet

Monthly Report on Hiring Efforts for Open Occupational Therapist (OT) & Speech & Language Pathologist (SLP) Positions

Section:	III Academic Excellence
Item:	C. Monthly Report on Hiring Efforts for Open Occupational Therapist (OT) & Speech & Language Pathologist (SLP) Positions
Purpose:	Presentation & Potential Discussion (Informational)
Related Material:	

BACKGROUND:

- Dr. Steven James will present more information about the school's needs for Occupational Therapists and Speech & Language Pathologist.

Cover Sheet

Declaration of Need

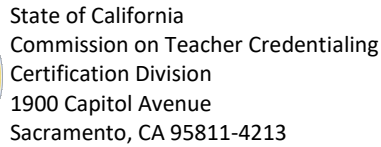
Section:	III. Academic Excellence
Item:	D. Declaration of Need
Purpose:	Discussion & Potential Action (Vote)
Related Material:	Declaration of Need for Fully Qualified Educators - cl500 06.21 - MR

BACKGROUND:

- Compliance with California requirement to submit annual Declaration of Need to employ or continue to employ staff that are not fully credentialed.
- The Commission on Teacher Credentialing (CTC) requires Board approval in a public board meeting, a Declaration of Anticipated needs in terms of staffing in which an employee with an intern status may be allowed to fill the position.
- While the school limits the need to use other than fully credentialed teachers, the Declaration of Need process allows the school the option to retain the services of a partially credentialed or intern status educator in hard-to-fill teaching areas, when necessary.
- There is no anticipated financial impact to the school.

RECOMMENDATION:

- Consider the approval of the Declaration of Need.



DECLARATION OF NEED FOR FULLY QUALIFIED EDUCATORS

166 of 182

The Superintendent of the County Office of Education or the Director of the State Agency or the Director of the NPS/NPA specified above adopted a declaration on ____/____/____, at least 72 hours following his or her public announcement that such a declaration would be made, certifying that there is an insufficient number of certificated persons who meet the county's, agency's or school's specified employment criteria for the position(s) listed on the attached form.

The declaration shall remain in force until June 30, _____.

► **Enclose a copy of the public announcement**

Submitted by Superintendent, Director, or Designee:

_____ <i>Name</i>	_____ <i>Signature</i>	_____ <i>Title</i>
_____ <i>Fax Number</i>	_____ <i>Telephone Number</i>	_____ <i>Date</i>
_____ <i>Mailing Address</i>		
_____ <i>E-Mail Address</i>		

- *This declaration must be on file with the Commission on Teacher Credentialing before any emergency permits will be issued for service with the employing agency*

AREAS OF ANTICIPATED NEED FOR FULLY QUALIFIED EDUCATORS

Based on the previous year's actual needs and projections of enrollment, please indicate the number of emergency permits the employing agency estimates it will need in each of the identified areas during the valid period of this Declaration of Need for Fully Qualified Educators. This declaration shall be valid only for the type(s) and subjects(s) identified below.

This declaration must be revised by the employing agency when the total number of emergency permits applied for exceeds the estimate by ten percent. Board approval is required for a revision.

Type of Emergency Permit

Estimated Number Needed

CLAD/English Learner Authorization (applicant already holds teaching credential)

Bilingual Authorization (applicant already holds teaching credential)

List target language(s) for bilingual authorization:

Resource Specialist

Teacher Librarian Services

LIMITED ASSIGNMENT PERMITS

Limited Assignment Permits may only be issued to applicants holding a valid California teaching credential based on a baccalaureate degree and a professional preparation program including student teaching.

Based on the previous year's actual needs and projections of enrollment, please indicate the number of Limited Assignment Permits the employing agency estimates it will need in the following areas. Additionally, for the Single Subject Limited Assignment Permits estimated, please include the authorization(s) which will be requested:

TYPE OF LIMITED ASSIGNMENT PERMIT	ESTIMATED NUMBER NEEDED
Multiple Subject	
Single Subject	
Special Education	
TOTAL	

AUTHORIZATION(S) FOR SINGLE SUBJECT LIMITED ASSIGNMENT PERMITS (A separate page may be used if needed)	ESTIMATED NUMBER NEEDED

EFFORTS TO RECRUIT CERTIFIED PERSONNEL

The employing agency declares that it has implemented in policy and practices a process for conducting a diligent search that includes, but is not limited to, distributing job announcements, contacting college and university placement centers, advertising in local newspapers, exploring incentives included in the Teaching as a Priority Block Grant (refer to www.cde.ca.gov for details), participating in state and regional recruitment centers and participating in job fairs in California.

If a suitable fully prepared teacher is not available to the school district, the district made reasonable efforts to recruit an individual for the assignment, in the following order:

- A candidate who qualifies and agrees to participate in an approved internship program in the region of the school district
- An individual who is scheduled to complete initial preparation requirements within six months

EFFORTS TO CERTIFY, ASSIGN, AND DEVELOP FULLY QUALIFIED PERSONNEL

Has your agency established a District Intern program?	Yes	No
--	-----	----

If no, explain. _____

Does your agency participate in a Commission-approved college or university internship program?	Yes	No
---	-----	----

If yes, how many interns do you expect to have this year? _____

If yes, list each college or university with which you participate in an internship program.

If no, explain why you do not participate in an internship program.

Cover Sheet

COVID-19 School Report

(Monthly Board Metrics Chart Item)

Section:	IV. Operations
Item:	A. COVID-19 School Report
Purpose:	Presentation & Potential Discussion (Informational)
Related Material:	COVID-19 Report - MR

BACKGROUND:

- This is one of the recurring topics the Board has requested to be briefed on as part of the Board Metrics Chart.

RECOMMENDATION:

- Provide Board feedback to the school leadership.

COVID-19 May Report – Human Resources Report

Staff Numbers	Current Numbers	Notes
Verified Vaccinated Staff Members	32	
Staff Exemptions Received	3	
Positive Cases Reported	5	<ul style="list-style-type: none"> Testing was done in April
Staff Needing to Administer a COVID Test at Home	8	<ul style="list-style-type: none"> Home testing and proctor testing
Unresponsive	0	

Testing Kits	Month	# of Test Kits	# Teachers
Number of COVID-19 Test Kits Reimbursed by the School	July	0	0
	August	0	0
	September	0	0
	October	16	4
	November	4	1
	December	6	2
	January	12	2
	February	0	0
	March	0	0
	April	0	0
	May		
	June		
Total Cost (Reimbursements) from July 1, 2021 Through April 2022.	New Total: \$445.38		

Thus far, 4 Teachers have submitted reimbursements for testing/testing kits.

Test costs were all about \$13/test.

Cover Sheet

Enrollment Report

(Monthly Board Metrics Chart Item)

Section:	IV. Operations
Item:	B. Enrollment Report
Purpose:	Presentation & Potential Discussion (Informational)
Related Material:	Enrollment Report - MR

BACKGROUND:

- Enrollment Report with current student enrollment by grade and withdrawal data.
- The report also includes informational data regarding new student enrollment for the 2022-2023 school year.



Monarch River Academy
3610 E. Ashlan Avenue, Fresno, CA 93726
Ph (559) 258-0800 | Fax 559) 532-0203

ENROLLMENT REPORT

Current Enrollment (As of April 22, 2022)

- 1,022 currently enrolled students
- 85 withdrawals processed since January 1st, 0 pending
- Of the 85 withdrawals, 10 were students in Special Education
- Grade level break down:

Grade	Totals
TK	36
KN	122
1	140
2	104
3	104
4	98
5	93
6	85
7	69
8	47
9	49
10	25
11	25
12	25
Totals	1022

2022-2023 Enrollment

- 274 new students that have submitted all Enrollment Documents are being imported into the School's Student Information System.
- 507 Enrollment Interest Forms were submitted since Open Enrollment began.

Cover Sheet

Closed Session: Anticipated Litigation

Section:	V. Closed Session
Item:	A. ANTICIPATED LITIGATION: Pursuant to paragraph (4) of subdivision (d) of Section 54956.9: 4 Cases - Closed Session
Purpose:	Closed Session

Cover Sheet

Closed Session: Anticipated Litigation

Section:	V. Administrator Evaluations
Item:	B. Report Out of any Action Taken During Closed Session
Purpose:	Report Out (Informational)
Related Material:	None

BACKGROUND:

- The Board President will report out on any action taken in Closed Session.

Cover Sheet

Closed Session: Administrator Evaluations

Section:	V. Administrator Evaluations
Item:	C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION: Executive Director & Co-Director/Principal
Purpose:	Closed Session
Related Material:	N/A

BACKGROUND:

- The Board will meet in Closed Session to continue the Administrator Evaluation process.

Cover Sheet

Closed Session: Administrator Evaluations

Section:	V. Administrator Evaluations
Item:	D. Report Out of any Action Taken During Closed Session
Purpose:	Report Out (Informational)
Related Material:	None

BACKGROUND:

- The Board President will report out on any action taken in Closed Session.

Cover Sheet

Board Meeting Committees

Section: VI. Governance
Item: A. Board Committees
Purpose: Discussion & Potential Action - Vote
Related Material:

BACKGROUND:

- The school leadership would like to explore ways to streamline the Board meetings, focusing on Board Policies.
- The school leadership seeks input from the Board about ideas to accomplish this.

Cover Sheet

Meeting Format

Section:	VI. Governance
Item:	B. Meeting Times
Purpose:	Discussion & Potential Action - Vote

BACKGROUND:

- The Board has requested to discuss changing the Board Meeting time.

RECOMMENDATION:

- Consider approval of a new Board Meeting time.

Cover Sheet

2022-2023 Board Meeting Calendar

Section:	VI. Governance
Item:	C. 2022-2023 Board Meeting Calendar
Purpose:	Discussion & Potential Action - Vote
Related Material:	2022-2023 Proposed Board Meeting Calendar - MR

BACKGROUND:

- Annual consideration of draft for the 2022-2023 Board Meeting schedule.
- The school leadership seeks Board Member input on dates, times, and locations for the 2022-2023 Regular Board Meetings

RECOMMENDATION:

- Provide school leadership with input and guidance on the Board Meeting Calendar for 2022-2023.
- If the draft is in line with the Board's preferences, it can be voted on at this time, as is or with desired changes.

July 2022						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2022						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 2022						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2022						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November 2022						
S	M	T	W	T	F	S
		1*	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2022						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15*	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
31						

Important Board Items

Oct	Unaudited Actuals
Nov 1	Dashboard Indicators due to State
Dec	Approval of previous year's Audit
Dec 15	1st Interims due to County

School Closed

Regular Board Meeting

* Important Board Dates

2022-2023 School Board Calendar



School Year Dates

Aug 1	Teachers Back to Work
Aug 15	First Day of School
Dec 16	End of Semester 1
Jan 13	Report Cards Due
June 1	Last Day of School
June 5	Report Cards Due
Jun 9	1st Teacher Work Day

School Holidays

Sep 5	Labor Day
Nov 11	Veteran's Day
Nov 25	Thanksgiving Break
Dec 19-Jan 3	Winter Break
Jan 16	Martin Luther King, Jr. Day
Feb 10	Lincoln Day
Feb 20	Washington Day
Apr 7-14	Spring Break
May 29	Memorial Day

Regular Board Meeting Dates

July 28	Board Meeting
Aug 25	Board Meeting
Sept 8	Board Meeting
Oct 27	Board Meeting
Nov 17	Board Meeting
Dec 15	Board Meeting
Jan 26	Board Meeting
Feb 23	Board Meeting
Mar 30	Board Meeting
Apr 27	Board Meeting
May 25	Board Meeting
Jun 22	Board Meeting

January 2023

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2023

S	M	T	W	T	F	S
			1*	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2023

S	M	T	W	T	F	S
			1*	2	3	4
5	6	7	8	9	10	11
12	13	14	15*	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31*	

April 2023

S	M	T	W	T	F	S
						1*
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2023

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23*	24	25	26	27
28	29	30	31			

June 2023

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20*	21	22	23	24
25	26	27	28	29	30	

Important Board Items

Feb 1	SARC due to the State
Mar 1	Comprehensive School Safety Plan
Mar 15	2nd Interims due to County
Mar 31	Auditor Selection Form due to County
April 1	Form 700s Due to County Board of Supervisors
May	LCAP Public Hearing
June	Budget adoption & LCAP approval

Cover Sheet

Meeting Format

Section:	VI. Governance
Item:	D. Meeting Format
Purpose:	Discussion & Potential Action - Vote
Related Material:	N/A

BACKGROUND:

- It is recommended that the Board meets to determine health/safety risks of meeting in-person vs virtually. Reference: [Government Code Section 8625](#)
- If a state of emergency as declared by the governor continues to remain active, legislative bodies must “re-up” their decision to teleconference using this flexibility and making a determination every 30 days thereafter. Doing so, the Board must make the following findings, by majority vote:
 - The board has reconsidered the circumstances of the state of emergency.
 - Either of the following circumstances exist: (1) The state of emergency continues to directly impact the ability of the members to meet safely in person, and/or (2) state or local officials continue to impose or recommend measures to promote social distancing.
- The flexibility afforded under AB 361 sunsets on January 1, 2024 and the usual teleconferencing restrictions return to pre-COVID practices/guidelines.

RECOMMENDATION:

- Consider approval to hold the next meeting in May in a hybrid format, offering both in person and virtual options to attend the Board meeting.