

**MONUMENT ACADEMY**  
**"A Charter School, a Public School of Choice"**  
**Board of Directors Special Meeting**

October 28th, 2021 at 6pm MST  
Monument Academy East Campus Band Room, #1044

**Mission Statement:**

The mission of Monument Academy is to provide a challenging, content – rich, academic program offered within an engaging, caring, and positive learning environment. Established on a solid foundation of knowledge, Monument Academy emphasizes academic excellence, respect, responsibility, character and exemplary citizenship.

**A. CALL TO ORDER/MISSION STATEMENT/PLEDGE OF ALLEGIANCE/ROLL CALL/QUORUM:**

Mr. Graham opened the meeting at 6:00pm, read the mission statement, led the Pledge of Allegiance, took roll call, and declared a quorum.

Board Members in Attendance:  
Mr. Buczkowski  
Mrs. Clinton  
Mrs. McCuen  
Mr. Dole (virtual)  
Mrs. St. Aubyn  
Mr. Graham

Others in Attendance:  
Mr. Holmes  
Mr. Brocklehurst

**A. ADDITIONS TO/APPROVAL OF AGENDA:** None

**B. STATEMENT TO MONUMENT ACADEMY COMMUNITY: BOARD PRESIDENT:**

- a. Please see attached

**C. CITIZEN'S COMMENTS PERTAINING TO AGENDA ITEMS** *Limit 3 minutes per person* - None

**D. CONSENT AGENDA:**

- a. Approve minutes from October 7 2021. Approved as distributed by unanimous consent.

**E. ITEMS REQUIRING BOARD DISCUSSION/ACTION:**

- a. Highway 105 Sub-Committee Report: Mrs. St. Aubyn and Mr. Graham
- i. Mrs. St. Aubyn motioned that the board accept the carline proposal as presented tonight. Mr. Graham seconded and motion passed unanimously.
  - ii. Mr. Graham read the attached resolution: Mrs. St. Aubyn seconded and the resolution passed unanimously.
  - iii. A 5 minute break was taken. The meeting reconvened at 7:04pm.

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- b. 5-year financial forecast: Presented by Mr. Brocklehurst and Mr. Holmes
  - i. Please see attached executive summary of financial documents.
  - ii. Mr. Graham motioned the MA board issue a formal directive to the CFO, Marc Broklehurst, and COO, Merlin Holmes, that at the November 11th meeting they provide a 2022-2023 balanced budget forecast for the 2022-2023 school year to include looking at a cost savings approach and how to generate more revenue. Mrs. St. Aubyn seconded the motion. Mr. Broklehurst requested more time.
  - iii. Mr. Graham withdrew the motion and suggested further discussion be held at the November 11th meeting. Mrs. St. Aubyn seconded and the motion carried.

**F. BOARD COMMENTS/ANNOUNCEMENTS:**

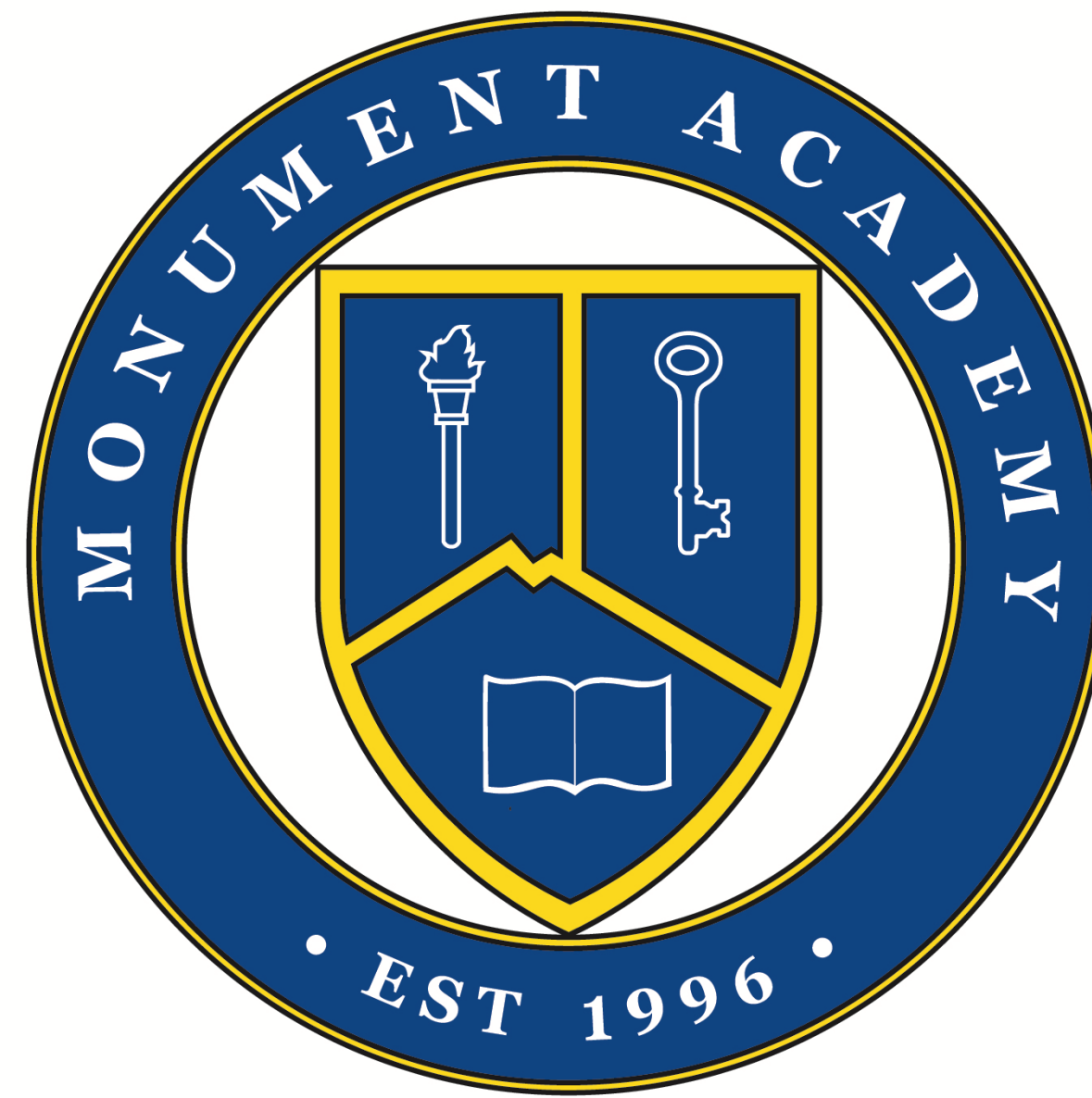
- a. Mr. Dole announced the return of the Watch D.O.G.S. (Dads of Great Students) program at MA West. The kickoff event is on November 9<sup>th</sup>. There are discussions about eventually bringing the program to the East campus as well.
- b. Mrs. McCuen announced an upcoming information night with a presentation by Education Alliance Colorado. This will be a work session for the board if more than 2 members attend.  
Mrs. St. Aubyn thanked the West campus PTO for the work they did providing a fun and successful Trunk or Treat.

**G. NEW BUSINESS - None**

**H. ADJOURNMENT**

Mrs. St. Aubyn motioned to adjourn the meeting. Mr. Graham seconded and the meeting was adjourned at 8:03pm with unanimous consent.

**I. CITIZEN COMMENTS NOT PERTAINING TO AGENDA ITEMS – None**



# Highway 105 Committee

Carline Proposal / 2021-22 Academic Year

# Step 1:

## Obtain Temporary License Agreement with LDS Church

- **Local Church leadership has verbally agreed to allow MA to use the Church's West driveway as an exit until May 31, 2022.**
- **This will continue to be a Right Turn Only exit.**
- **MA parents will not utilize the Church's East driveway - church will encourage their students to enter and exit through this drive.**

# Step 2:

**Redirect MA traffic so all cars enter campus from the west (Knollwood Drive) and exit to the east (Church west driveway) to HWY-105.**

- **All traffic at all times will enter Monument Academy property from Knollwood Drive.**
- **Carline will form a single file line on left curb (directly in front of the school) and students will enter cars on the driver's side.**



## Proposed Carline Key:

- ★ Through traffic, cars can form two lines after vision clinic
- ★ Turns to and from public roads
- ★ Student pick-up zone
- ★ Traffic exiting the dirt parking lot
- ⊘ Do not enter church or business parking lots

# Step 2: Pros & Cons:

## Benefits

- Students will no longer cross traffic to enter their cars.
- Once a student is collected, the car can pull out and proceed to exit.
- Church patrons will be able to safely access their property.

## Challenges

- Re-training drivers
- Cars that do not have a passenger door on the left side of the car will need to be identified and moved to the right lane.

# Step 2: Action Steps

- MA will provide staff member or volunteer to man the Church's west driveway at school pick-up and drop-off times to direct all MA traffic to enter from Knollwood.
- Install signs and arrows to help direct traffic.
- MA will work with traffic consultant and CDOT to re-time lights on Hwy-105.



# Step 3:

## Implement staggered dismissal times.

- **Students will be divided into four groups for dismissal to disseminate traffic over a 30 minute pick-up period.**
- **In order to make up for lost instruction time, the start of school for West Campus will move from 8:10 a.m. to 8:05 a.m. for grades K - 5.**



**Dismissal Times (each group will have a different color tag):**

- ★ 2:45 p.m. Pre-K**
- ★ 2:45 p.m. Early Release**
- ★ 3:00 p.m. Grade K-1 and siblings**
- ★ 3:15 p.m. Grade 2 - 5**

# Step 3: Pros & Cons:

## Benefits

- Traffic will not back up before students are released giving it a chance to flow right from the start.
- Cars will arrive over a 30-minute period of time.
- Preschool and Early Release traffic will improve.

## Challenges

- Reduces # of snow days from 8 to 4.
- Parents will not be able to arrive early and wait as has been previously allowed.
- Parents need to arrive at their designated time for system to be effective.

# Step 3: Action Steps

- **Board to determine potential full-day Fridays if needed for make-up snow days.**
- **Cones and staff member to stand at entrance so cars do not line up ahead of 2:45 p.m.**
- **Determine staff parking locations and create separate staff parking tag.**
- **Adjust staffing to accommodate staggered dismissal.**

# Step 4:

## Implement carline number system using app

- **Provide precise timing for staff to call students to their car when parents arrive.**
- **MA will purchase and implement the same app used at the East Campus for carline.**
- **Each dismissal group will get a different colored hang tag or sign for parent's windshield with individual numbers assigned to students.**
- **When parents arrive, staff will enter the number and the students name will flash to screen in classroom.**

# Step 4: Pros & Cons:

## Benefits

- Students will no longer be staged outside in front of the school, providing a safer pick-up process.
- Students will know parents have arrived and will be looking for their car.

## Challenges

- Parents will not be able to arrive before their scheduled time and will be redirected if they do.
- Students who don't come when called...cars will be placed in a parking spot to wait for student.
- Parents need to have color-coded number in windshield.

# Step 4: Action Steps

- **Determine # of students in each dismissal group.**
- **Print colored tags for each family and distribute before system begins.**
- **Train multiple staff members on how to use app.**
- **Determine the best location for staff member(s) entering numbers to stand so kids and parents arrive to pick-up zone at the same time.**

# Step 5:

**If needed, add bus service between campuses.**

- **Utilize bus owned by Monument Academy if needed to reduce number of cars in the carline.**



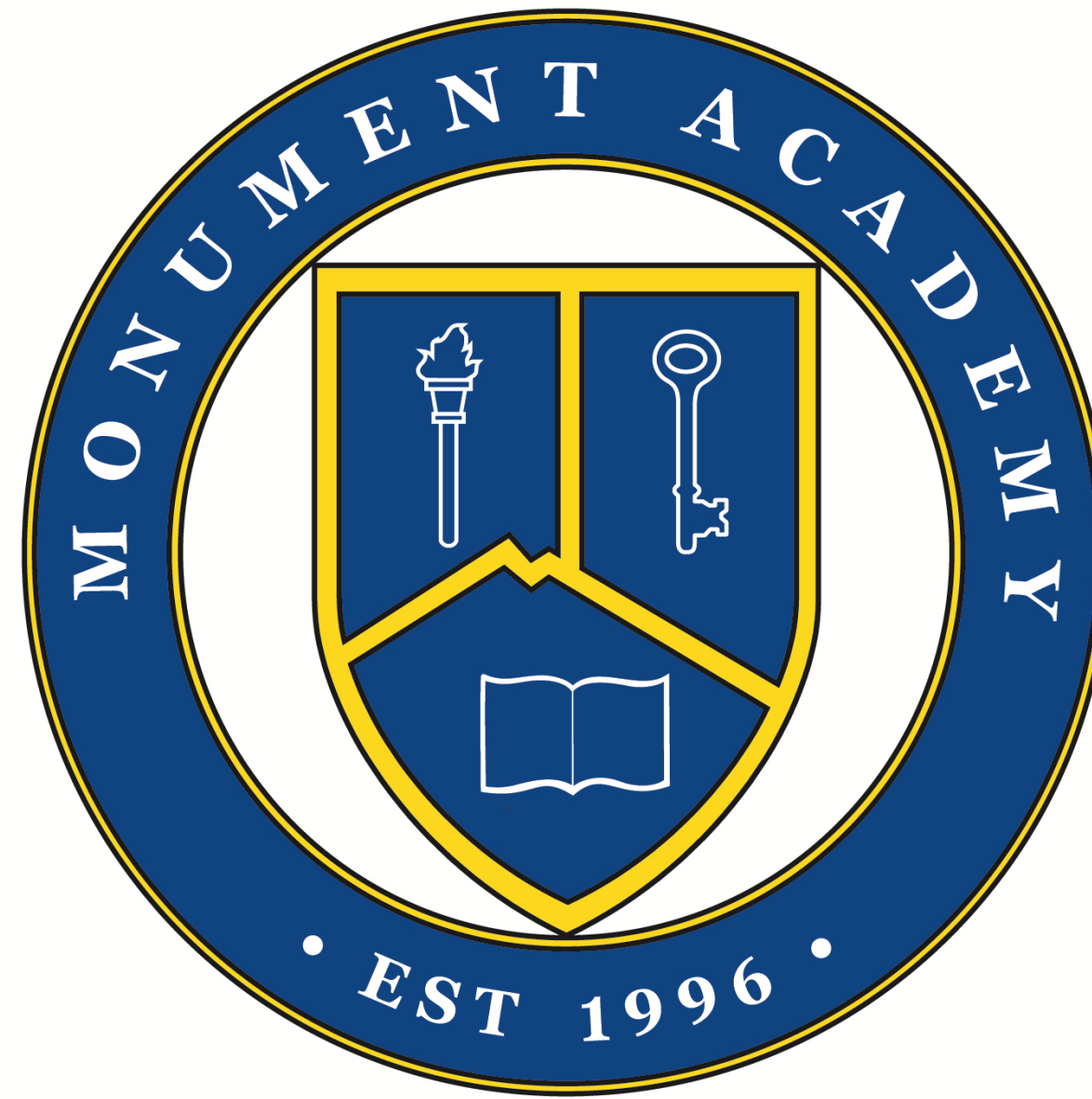
# Step 5: Pros & Cons:

## Benefits

- Parents driving to both campuses might like the service.
- Reduce # of cars at West Campus.

## Challenges

- Finding a minimum of two qualified, licensed bus drivers.
- Bus needs DOT inspection and any repairs necessary according to inspection report to be legally utilized.
- There would be a cost to parents to use the bus service.



# Thank You!

**Thank you to the staff & parent volunteers who gave their thoughtful input and time to design our new carline system.**

**Monument Academy (“MA”)**

**RESOLUTION**

(Authorization to Finalize and Sign Temporary License Arrangement)

**WHEREAS**, MA is in the process of negotiating a temporary license arrangement with The Church of Jesus Christ of Latter-day Saints for MA’s use of the church’s west driveway access to Highway 105; and

**WHEREAS**, MA will use this arrangement for exit only egress from MA to Highway 105; and

**WHEREAS**, the arrangement has not yet been finalized; and

**WHEREAS**, MA will need an agent to sign the final documents on behalf of the school;

**NOW, THEREFORE, BE IT RESOLVED**, by the MA Board of Directors that the Board hereby:

1. Delegates the authority and directs the MA Board President and MA Chief Operating Officer to finalize negotiations on the temporary license arrangement; and
2. Delegates the authority and directs the MA Board President to sign the agreement on behalf of MA when finalized.

Approved and adopted this 28<sup>th</sup> day of October 2021.

\_\_\_\_\_  
Ryan Graham, Board President  
Monument Academy

(SEAL)

Attest:

\_\_\_\_\_  
Lindsay Clinton, Board Secretary  
Monument Academy



# Monument Academy

## 21/22 Proposed Revised Budget Executive Summary October 28, 2021

### Background

- Monument Academy's largest revenue stream is from State funding. Each year around January the Governor makes a budget request to the legislature, for school funding. Typically, in May of that year, the Colorado Legislature approves the state budget. The PPR for Lewis Palmer D-38 is \$8,501.
- The impact of COVID-19 will continue into FY22. The federal government has recently passed two additional laws that provide more funds for public schools. These funds can be used similarly to CARES Act funds.
- The proposed revised budget is based off the official October Count, student enrollment (FTE) of 1083.
- Monument Academy's Charter with D-38 requires a board approved revised budget in November, each year. This allows the district to adjust annual funding to align with the official October Count and the approved PPR.
- The following impacts are based on the changes from the FY21-22 approved budget (voted on June 14, 2021)

### Revenue Impact

#### West Campus (919)

- Increase in PPR of \$72/FTE
- Increase in PPOR funding (+\$44,000)
- Increase in MLO Revenue due to updated D-38 calculation (+\$15,000)
- Decrease in State Capital Construction due to lower per FTE amount (-\$18,000)
- **Line items with a greater than 20% change**
  - Decrease in *Revenue from Local Sources* related to increase in Erate reimbursement (-\$5,000)

#### East Campus (939)

- Increase in PPR of \$72/FTE
- Increase in PPOR funding (+\$35,000)
- Increase in MLO Revenue due to updated D-38 calculation (+\$12,000)
- Decrease in State Capital Construction due to lower per FTE amount (-\$14,000)
- **Line items with a greater than 20% change**
  - Decrease in *Revenue from Local Sources* related to increase in Erate reimbursement (-\$5,000)



# Monument Academy

## Expense Impact

### West Campus (919)

- Decrease in salaries & benefits related to staffing decisions (+\$68,000)
- Decrease Professional Contracted Services related to decreased marketing purchased services (+\$7,000)
- Increase Legal Services related to Highway 105 project (-\$9,000)
- Increase in Property Related Services to accommodate options for interim road work (-\$20,000)
- Increase in Supplies and Materials related to technology additions (-\$40,000)

### East Campus (939)

- Decrease in salaries & benefits related to staffing decisions (+\$32,000)
- Decrease Professional Contracted Services related to decreased marketing purchased services (+\$8,000)
- Increase Legal Services (-\$11,000)
- Increase in Supplies and Materials related to technology additions (-\$5,000)

## Net Income Impact

- Net Income of \$0
- Ending Fund Balance of just over \$2,460,000

## Glossary

PPR = Per Pupil Revenue

FTE = Full Time Equivalent (one student in school for a full day)

MLO = Mill Levy Override

ESSER = Elementary and Secondary School Emergency Relief Fund

CCSP = Colorado Charter School Program Grant



# Monument Academy

## Five-Year Financial Forecast (FY21-22 to FY25-26) Executive Summary

October 28, 2021

### Purpose

The Five-Year Financial Forecast (Forecast) for Monument Academy (MA) spans from Fiscal Years (FY) 2021-22 to FY 2025-26. The purpose of the Forecast is to help make informed budgetary and operational decisions by anticipating future revenues and expenditures. The Forecast highlights known fiscal conditions and projected future conditions to support informed long-term planning and decision-making regarding operations and capital needs of MA. The Forecast is not a budget and does not include any proposed balancing solutions or changes to the operations of MA. Instead, it is a planning tool to identify opportunities and challenges, over a longer time frame, to allow appropriate measures to be implemented.

### Methodology and Assumptions

The FY 2021-2022 Proposed Revised Budget was used as the base to forecast revenues and expenditures five-years forward. Consultation with Monument Academy's COO & Finance Committee, District 38 Administrators, Financial Peers, and collection of information from the families of MA are all utilized in the validation of methodology and assumptions used for the Forecast.

#### MONUMENT ACADEMY BUDGET ASSUMPTIONS

STUDENT ENROLLMENT ASSUMPTIONS										
FTE STUDENT ENROLLMENT	2021-22 Budget	% Δ	2022-23 Budget	% Δ	2023-24 Budget	% Δ	2024-25 Budget	% Δ	2025-26 Budget	% Δ
Elementary	605.8	7.5%	652.0	7.6%	692.0	6.1%	702.0	1.4%	712.0	1.4%
Middle School	404.0	12.5%	415.0	2.7%	425.0	2.4%	425.0	0.0%	425.0	0.0%
High School	74.0	184.6%	160.0	116.2%	235.0	46.9%	305.0	29.8%	355.0	16.4%
<b>TOTAL STUDENT FTE</b>	<b>1,083.8</b>	<b>14.2%</b>	<b>1,227.0</b>	<b>13.2%</b>	<b>1,352.0</b>	<b>10.2%</b>	<b>1,432.0</b>	<b>5.9%</b>	<b>1,492.0</b>	<b>4.2%</b>

REVENUES										
MLO Revenue (per fte)	\$600	-1.8%	\$555	-7.5%	\$537	-3.2%	\$520	-3.2%	\$508	-2.3%
Investment Interest, Rebates, Refunds	1.01%	-24.6%	1.10%	8.9%	1.34%	21.8%	1.50%	11.9%	1.50%	0.0%
PS Fees	\$100	0.0%	\$100	0.0%	\$100	0.0%	\$100	0.0%	\$100	0.0%
FDK Fees (per fte)	\$125	0.0%	\$125	0.0%	\$125	0.0%	\$125	0.0%	\$125	0.0%



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ES Fees (per fte)	\$175	0.0%	\$175	0.0%	\$175	0.0%	\$175	0.0%	\$175	0.0%
MS&HS Fees (per fte)	\$285	0.0%	\$285	0.0%	\$285	0.0%	\$285	0.0%	\$285	0.0%
Capital Construction (per fte)	\$263	27.7%	\$263	0.0%	\$275	4.6%	\$275	0.0%	\$275	0.0%
State Grants (ES) (annual)	\$48,640	0.0%	\$48,640	0.0%	\$48,640	0.0%	\$48,640	0.0%	\$48,640	0.0%
Federal Grants (ES) (annual)	\$19,569	0.0%	\$19,569	0.0%	\$19,569	0.0%	\$19,569	0.0%	\$19,569	0.0%
PPOR	\$8,501.45	11.9%	\$8,799.00	3.5%	\$9,106.97	3.5%	\$9,425.71	3.5%	\$9,755.61	3.5%

EXPENDITURES										
Salaries	5%		3%		3%		3%		3%	
Medicare Contribution	1.45%		1.45%		1.45%		1.45%		1.45%	
PERA Contribution	20.90%		20.90%		20.90%		20.90%		20.90%	
Colorado Paid Family & Medical Leave			0.45%		0.45%		0.45%		0.45%	
Health Insurance Premium (per EE)	\$ 6,092.11	4%	\$ 6,335.80	4%	\$ 6,589.23	4%	\$ 6,852.80	4%	\$ 7,126.91	4%
Dental Premium (per EE)	\$ 420.08	4%	\$ 436.88	4%	\$ 454.36	4%	\$ 472.53	4%	\$ 491.43	4%
Vision Premium (per EE)	\$ 69.01	4%	\$ 71.77	4%	\$ 74.65	4%	\$ 77.63	4%	\$ 80.74	4%
LTD Insurance Premium (per EE)		4%		4%		4%		4%		4%
STD Insurance Premium (per EE)										
Life/ADD Insurance Premium (per EE)										
Additional ES Teachers Salary			\$ 100,000.00		\$ 120,000.00		\$ 40,000.00			
Additional ES Teachers Medicare			\$ 1,450.00		\$ 1,740.00		\$ 580.00			
Additional ES Teachers PERA			\$ 20,900.00		\$ 25,080.00		\$ 8,360.00			
Additional ES Teachers Health Ins			\$ 12,671.59		\$ 13,178.46		\$ 13,705.59			
Additional HS Teachers Salary			\$ 168,000.00		\$ 210,000.00		\$ 210,000.00		\$ 210,000.00	
Additional HS Teachers Medicare			\$ 2,436.00		\$ 3,045.00		\$ 3,045.00		\$ 3,045.00	
Additional HS Teachers PERA			\$ 35,112.00		\$ 43,890.00		\$ 43,890.00		\$ 43,890.00	
Additional HS Teachers Health Ins			\$ 25,343.19		\$ 32,946.14		\$ 34,263.99		\$ 35,634.55	
Banking Service Fees		3%		1%		1%		1%		1%
Paying Agent Fees		3%		1%		1%		1%		1%
Professional-Educational Services		3%		1%		1%		1%		1%
ES Legal and audit	\$30,000		\$30,000		\$30,000		\$30,000		\$30,000	
MS & HS Legal and audit	\$30,000		\$30,000		\$30,000		\$30,000		\$30,000	



# Monument Academy

Property related services		3%		3%		3%		3%
ES Risk Management (annual)	\$55,000	10%		3%		3%		3%
MS & HS Risk Management (annual)	\$55,000	10%		3%		3%		3%
Other purchased/Contracted services		3%		3%		3%		3%
District Fees (per fte)	\$574	2%	\$585	2%	\$597	2%	\$609	2%
Supplies and Materials		3%		3%		3%		3%
Dues and Fees		3%		3%		3%		3%

## Glossary

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