



## Highlights from September 14th, 2023 Board of Directors' Regular Meeting

### **Reports from Administration**

Please see below for detailed reports

### **West Campus Carline and Highway 105 Update**

Board President, Ryan Graham, communicated the following statement:

The recirculation road behind West is almost complete with finishing touches being applied over the next couple of weeks (final grading, seeding, signage and setting light poles). The temporary fencing will be with us through the rest of the school year and will be moved according to the permanent fence placement so our students can have access to the field as well as the playground during recess. This will be after the aforementioned items are completed.

The Phase 2 traffic flow for the carline will continue through December at the earliest. Once we move into Phase 3, Knollwood will reopen with a round-about, the church egress will be closed to MA traffic, and the temporary ingress/egress road off 105 will be closed.

Morning drop-off has been going very well and I want to take the opportunity to thank the vast majority of our families that have shown patience and grace to our staff during the carline process.

Opposingly, I understand how challenging carline can be for some parents. I understand how much of an inconvenience it can be when pressed for time. **For some of our parents that feel entitled to berate or endanger our staff, students or other carline families, we will not tolerate those actions.** I have had several conversations with our legal counsel about this issue and I have had discussion with our board on this matter in years past. **Monument Academy can and will revoke your carline privileges to be on school property if you are doing something unsafe.** We do not want to take it to that extreme, but if we must, in order to protect our staff, students and families, then we will. I implore you to show some grace to our staff and be patient with the process. This is all very temporary.

### **ACLU Demand Letter Response**

As reported in the August 19<sup>th</sup>, 2023 Special Board Meeting Highlights, we received a demand letter from the ACLU of Colorado regarding our resolution on the Privacy & Protection of Students and Parental Rights. Currently there is no imminent threat of litigation. However, the Board response was to create a Legal Affairs Sub-Committee comprised of Ryan Graham and



Karen Hoida. At the September 14<sup>th</sup> Regular Board Meeting, Board President Ryan Graham, communicated the following was the board response to the demand letter:

*Mr. Macdonald,*

*Thank you for your letter. I do represent Monument Academy and its school board.*

*Your understandings, expressed under paragraphs starting with "First," and "Second," are incorrect. And, while you are correct that the Monument Academy board recently adopted a resolution, your characterization of that resolution, which effectively is simply an expression of parents' rights and voice in education, also is incorrect.*

*I did not find any mention in your letter of who you purport to represent in this matter. Please do let me know if you have a client.*

*Thank you.*

*Brad Miller*

### **Emergency Operating Procedures**

Mr. Kennington, MA High School Principal, presented a review of Monument Academy Emergency Operating Procedures. The board unanimously approved the emergency operating procedures document as presented.

### **2023-2024 Employee Handbook**

Krista Pelley, HR Manager, presented updates and redlines to the board. The topic of the employee handbook was tabled until further edits could be reviewed.

### **Carline Reminders from our SRO**

Officer Max Ellis, Monument Academy SRO, spoke to the community regarding the Highway 105 project and West campus carline. He reminded community members that we needed to make a shift to tighten up the two lanes of cars headed to the school in order to ensure the patients at the eye center can get in and out. Please drive accordingly within the cones to allow two lanes before they split going to the back and front of the school. Officer Ellis has also been directing cars arriving before afternoon pick-up begins to line up in the dirt lot. This aids in getting more cars off the highway. Please respond accordingly if you arrive before 3:15pm pickup starts to move. As we head into the winter season, please continue to have patience, respect for staff, and an eye on safety as we all work to get our children to and from school safely. Questions or concerns regarding carline should be directed to: [carline@monumentacademy.net](mailto:carline@monumentacademy.net).

### **Curriculum Policies**

The following curriculum policies were approved unanimously.

[IJ-MA Selection of Instructional Materials & Textbook Policy & Procedures](#)

[IJ-E1-MA Monument Academy Textbook Review Form](#)



[IIAC-MA Selecting Supplementary Materials & Video Resources](#)

[IIAC-MA-E-1 Selecting Supplementary Materials](#)

### **2023-2024 Preschool Handbook Update**

The board approved recommended changes to the behavior section of the preschool handbook. Please review the updated version [here](#).

### **DataWrangler/CLOCworks, Inc.**

An energy savings process recommended by our CFO, Glenn Gustafson, was approved unanimously by the board. Please click [here](#) for information on this company and the savings it provides through energy use data.

### **Annual MA Fundraiser Announcement**

The annual Spring Fundraiser has been scheduled for Friday, April 19<sup>th</sup> in the White Pine Ballroom at Great Wolf Lodge. The Theme this year is “Light the Way for MA.” A save the date and more details on the event are forthcoming. Please keep an eye out for information to come through ParentSquare.

### **October Board/Parent Café Chat**

Board members Emily Belisle and Joe Buczkowski invite you to join them at Serrano’s Coffee on October 18th at 10am at Wesley Owens Coffee & Cafe  
Please RSVP here: [Oct 18 RSVP](#)

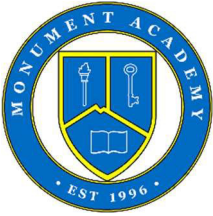
### **School Spotlight**

The Monument Academy Preschool Director, Kristi Hays, was nominated by both parents and our executive director to be honored at the board meeting.

### **What’s coming up?**

- MA Board of Directors Regular Meeting: **October 5th at 6:30pm** in the East Campus Gym  
Public Comments are welcome related to agenda or non-agenda items. You must attend in person and sign-up on the public comment sheet prior to 6:30pm. The doors will open around 6pm for any attendees. Meetings are recorded and uploaded to our YouTube Channel: [Monument Academy School Board](#). For livestreams click on “live.” For meetings that were recorded and uploaded, click on “videos.”

- October Board/Parent Cafe Chat: Oct 18th. RSVP above.



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**To:** Ryan Graham  
MA Board of Directors

**From:** Kim McClelland, Executive Director

**Date:** September 10, 2023

**Subject:** Sept Executive Director Report to the Board

As we continue into the school year and the dynamic landscape of Monument Academy, I am pleased to provide you with a comprehensive update on our recent activities and strategic initiatives. First, I would like to express my heartfelt gratitude for the hard work that our team has put forth in only a month's time. The beginning of the school year has been successful considering the different challenges the team has already faced.

### **Strategic Planning**

Our strategic planning efforts have begun, and we have prioritized the sub-committee leads that will begin to develop their teams to collaborate on their key strategies for the remaining part of the school year. These sub-committees consist of key stakeholders from within the organization. As we move forward, our focus will shift towards the formulation of the detailed action plans. Our team is aiming to present the progress in our next school dashboard.

### **October Count**

Each year the publicly funded schools in our state are included in a Student October Count per the Colorado Department of Education (CDE). Through this Count, Monument Academy reports all K-12 students who are actively enrolled and attending classes. This Count helps the state determine funding for our students and is very important to our school, the district, and to the funding of our programs.

This year the Count date is Monday, October 2, 2023. It is crucial that your student attends school all day. Information has been provided to our community regarding what October Count means and what to do if your student is sick or missing school that day. We strongly encourage all of our students to attend school on this day and throughout the October Count window dates from September 25<sup>th</sup>- October 9<sup>th</sup>. If your family has any questions during this time, please contact your school's registrar.

## **Technology Committee**

Our Technology Committee continues to work and met for the first time this school year on Tuesday, September 12<sup>th</sup>. The committee is continuing to work to enhance the learning experience for our students and prioritize communication and alignment for Technology in all of Monument Academy. The committee gave feedback on the commendations and challenges that occurred at the beginning of the school year and areas we need to bring attention to before our next committee meeting in October. Clarity for parents, and staff in terms of standard of use with technology was discussed. Last, the team discussed how our Managed Service Provider, Charter Tech Services, can provide more consistent coverage in areas needed that were not well implemented at the beginning of the school year. More to come after our October committee meeting.

## **Social Contract Development**

In our efforts to create a positive and cohesive team and school environment, we spent time at our last professional development day creating our one MA Social Contract. All the staff had a valuable conversation with one another in the development of the contract. This gave everyone the opportunity to speak openly about how all of Monument Academy can work together and help hold each other accountable. This document describes the shared values and expectations we have as a One MA community. Our Social Contract outlines a set of core values and behaviors that we expect all staff members and community to embrace. Kendra and I will be working together to put the Social Contract into one poster that can be shared at both campuses and even shared with the board for all to sign. To support the successful integration of these principles into our daily operations, our teams are working together to create a team of process champions and workshops throughout school year cultivating a workplace and community culture that values trust, teamwork, and shared responsibility.

## **Operational Efficiency and the RACI Model**

Efforts to enhance operational efficiency have also been a key focus. We have embraced the RACIE (Responsible, Accountable, Consulted/Contributor, Informed, Enforced) model as a framework to clarify roles and responsibilities within the organization. This model empowers our teams to work cohesively, eliminate redundancies, and make more informed decisions.

By adopting the RACIE model, we anticipate realizing significant gains in productivity, accountability, and decision-making efficiency across our various departments and operations in the school.

## **Carline Process Updates**

We understand that the carline process can sometimes be time-consuming and challenging. With the Highway 105 project it has proven to be a true challenge that our team is all working to persevere through and ensure that students and staff are safe, and communication is being provided in a timely manner to the best of their abilities. We appreciate the community's patience and grace during this time and ask that you stay up to date on checking our website, YouTube page, and ParentSquare following the most up to date information regarding the West Campus carline. Your cooperation is greatly appreciated in ensuring a smooth and seamless carline experience for everyone.

Last, I will be presenting to the D38 Board of Education for a yearly update on Monument Academy. I will be presenting at the October 23<sup>rd</sup> board meeting. There will be a small reception prior to the board meeting for our members and the D38 board to meet one another and connect.

The presentation is expected to be about 10 minutes and allowing some time for Q&A.

With Appreciation,  
Kim McClelland  
Executive Director



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**To:** Kim McClelland  
MA Board of Directors

**From:** Glenn Gustafson, Interim CFO  
**Date:** September 8, 2023  
**Subject:** Sept CFO Report to the Board

*GG*

Hello Board of Directors! Sorry I could not be in attendance but my wife and I will be on vacation the week of the board meeting. The following is a summary of current projects under way.

#### **FY 22/23 Close-out**

We are nearly finalized with the process of closing out FY 22/23. This is a very detailed process of ensuring every balance sheet account is accurate as we get ready for the annual financial audit. As a reminder, we have a new audit firm this year, Hoelting & Co out of Colorado Springs. A new audit firm means more work in terms of delivering many documents and information that is normally only done the first year. Diane (Business Manager) and I have already started preparing our audit workpapers as we go through account by account, fund by fund to prepare for their audit work. The Audit field work was completed in July and we received our final Special Ed reimbursement from LP#38 (\$350,000) on 8/31/23. Now we are just waiting for the auditors to complete the Lewis Palmer audit and reconcile all remaining interdistrict transactions. I am hoping that our results are very close but there still could be a few final adjustments.

#### **FY 23/24 Start-up**

The FY 23/24 budget has been loaded into our financial system, SDS, which was no small task this year as we added the new account codes for the middle school. We are well into the start of the school year and things are especially busy with the beginning of the year financial transactions.

#### **Payroll Conversion from Netchex to SDS**

We have begun the heavy work of bringing payroll back in-house to our financial system, SDS and cancelling our contract with Netchex. The Netchex contract was costing us about \$3,600 and we desperately needed to save those funds. Having the payroll in SDS allows us better financial information on a real time basis, is less work and less expensive. The conversion has been a little more challenging than expected. This was largely due to the fact that the prior administration created different pay

calendars for staff depending on circumstances. In other words, some teachers are on a 8/1 – 7/31 pay calendar and some are on a 9/1/ - 8/31 pay calendar. This is extremely challenging for us to keep track of. Unfortunately, there is no easy fix now that some of the employees were set up that way, so we just need to keep track of them manually, which is always time consuming. Because of this and the challenges of new staff running payroll, we did have several payroll errors that affected employee paychecks. We tried to correct those as soon as possible but it's always frustrating when your paycheck is incorrect. We hope that the September payroll is better with fewer errors. Many thanks to our payroll team of Krista, Maureen and Dawn as they work through these issues.

### **Contracting/Purchasing Implementation**

The other big project we have this fall is the conversion from a manual purchase order process to using our SDS purchasing functionality. By doing this in the system, we will be able to have more current, real-time information for all schools and department heads. This will also be helpful as we empower our leadership team to better understand the finances, account numbers and budgets for their school, program or department. Maureen Hilborn, who manages this process for New Summit Charter School, will be playing a significant role in this implementation. Because of the challenges with the payroll conversion, we have temporarily delayed this implementation until we get payroll worked out.

### **Financial Statements**

Timely and accurate financial statements are critical to the effective management of any business and MA is no exception. Every month I attempt to balance the bank account as soon as I can after month-end. A trusted mentor once told me, if cash is reconciled and balanced to the general ledger, the financial system can be trusted for accuracy. I have finished preliminary August financial statements and we are in the process of scheduling a financial committee meeting to review those statements. I use the word preliminary because we still have to post student activity account transactions for August. It's so nice to see almost all of our accounts below budget with the exception of Business Services, which is over budget due to the payroll conversion.

### **FY 23/24 Budget**

As you know, the Board adopted the FY 23/24 budget in June of 23. Unfortunately, enrollment is down at all three levels which will force budget adjustments. In addition, we have identified a few expenditure line items that we under budgeted. This was just a miss on my part since I still don't know every line item in the schools operations. We will be amending the budget in late fall and then again in January to adjust to the new enrollment. Unfortunately, that means budget reductions to an already tight budget.

We must continue our "Budget Discipline" for FY 23/24 where we teach staff to live within their budgets and make changes throughout the year in a well documented manner with appropriate approvals.



### **Energy Conservation Project**

I am attaching a copy of a contract with CLOCWorks/Data Wrangler. This company, new to Colorado, attaches hardware and software to our electric meters at both campuses in order to better manage our "Demand" charges. If you're not familiar with Demand charges, this is the amount that the utility company charges to each business entity for making power availability at peak consumption. Demand charge is not the KWH electric consumption. By proactively managing when we turn equipment on and off, we can effectively lower our electric bill in a significant manner. Our initial up-front cost of \$4,850 for equipment and \$500/mo for managing could be recouped in as few as 3 or 4 months. The school should realize savings from this contract for a long time. Managing our electric demand not only makes us better stewards of our resources, but directly benefits our staff and students with utility savings. I hope you agree that this is a sound investment for the school.

### **Investment Income**

We continue to maximize our investment income by proactively managing our cash and investments. Our general Fund Investment income for August was \$14,700. Please keep in mind that we were earning about \$2,000 prior to the leadership change. Added to this, President Graham and I successfully closed out our matured CD (\$650,000) earning 0.8% at First National Bank and reinvested those proceeds in our Integrity Bank account earning almost 5%. A 4% interest differential on \$650,000 will now earn us an additional \$2,000 per month for a total of almost \$17,000 per month. That's over \$200,000 per year! When you add this to the Special Education revenue we are now receiving, we have improved our revenues by over \$500,000 per year on a recurring basis.